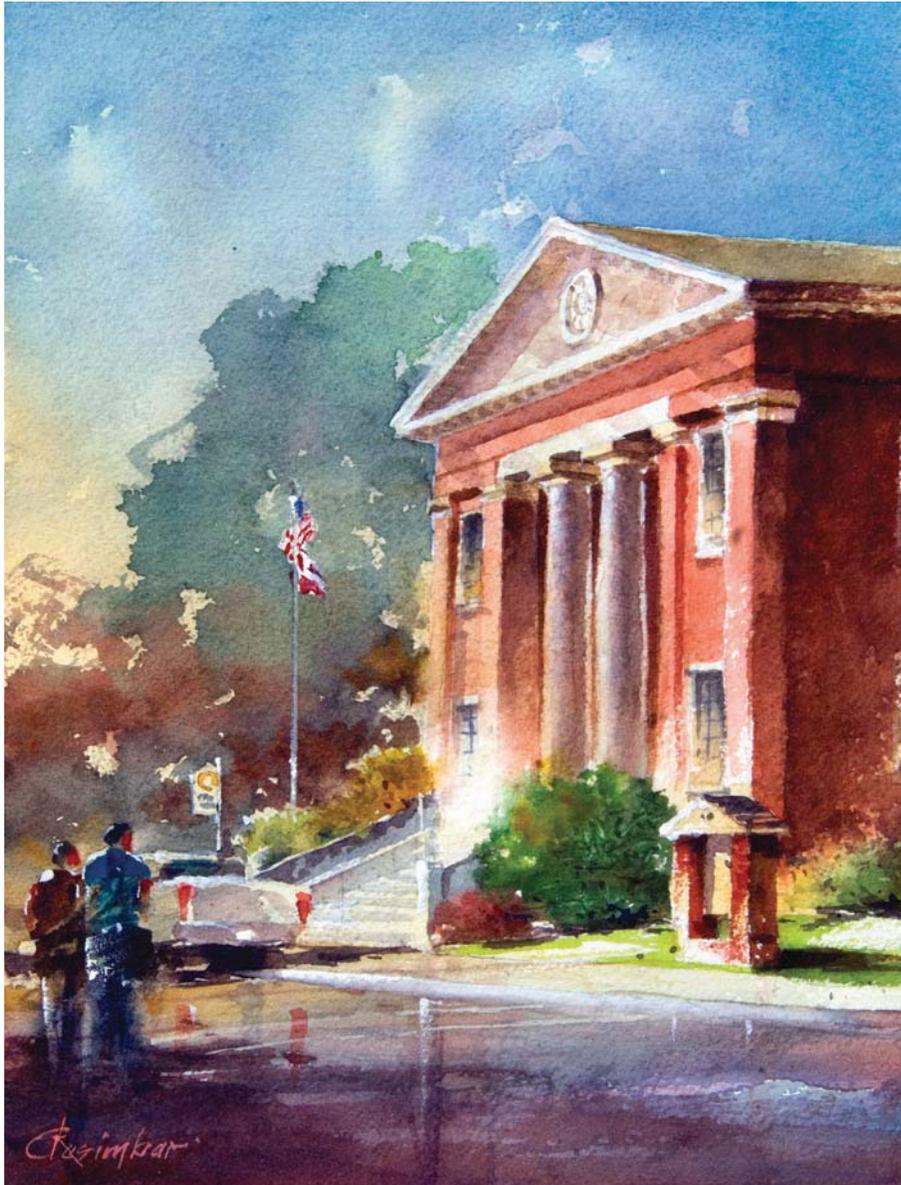


CITY OF BENICIA
PROPOSED TWO-YEAR OPERATING BUDGET



BENICIA CAPITOL STATE HISTORIC PARK

FISCAL YEARS 2013 - 2015



The Benicia State Parks Association together with the City of Benicia has been instrumental in keeping the Benicia Capitol State Historic Park open and accessible to the public. The water-color image of the historic Benicia Capitol building, by local artist Rolando Barrero, has been provided for use by the Benicia State Parks Association.

City of Benicia, California

Proposed Two-Year Operating Budget Fiscal Years 2013—2015

City of Benicia Council Members:

Mayor	Elizabeth Patterson
Vice Mayor	Tom Campbell
Council Member	Mark Hughes
Council Member	Alan Schwartzman
Council Member	Christina Strawbridge

City of Benicia, California

Proposed Two-Year Operating Budget Fiscal Years 2013—2015

Brad Kilger, City Manager
Anne Cardwell, Acting Assistant City Manager

Executive Management Team:

City Attorney	Heather McLaughlin
Finance Director (Interim)	Brenda Olwin
Fire Chief	Jim Lydon
Library Director	Diane Smikahl
Parks & Community Services Director	Mike Dotson
Police Chief	Andrew Bidou
Public Works Director	Melissa Morton

City of Benicia
Proposed Operating Budget FY 2013-15

TABLE OF CONTENTS

BUDGET TRANSMITTAL / STRATEGIC PLAN

Section 1

Budget Transmittal Letter
Strategic Plan

FINANCIAL SUMMARIES

Section 2

FY2013-14 Citywide Budget by Fund Group.....	1
FY2013-14 Schedule of Interfund Transfers.....	2
FY2014-15 Citywide Budget by Fund Group.....	3
FY2014-15 Schedule of Interfund Transfers	4
General Fund Forecast.....	5
General Fund Overview.....	15
FY2013-14 General Fund Budget.....	22
FY2014-15 General Fund Budget.....	23
Special Revenue Funds Overview.....	24
FY2013-14 Special Revenue Funds Budgets.....	27
FY2014-15 Special Revenue Funds Budgets.....	31
Capital Projects Funds Overview.....	35
FY2013-14 Capital Projects Funds Budget	37
FY2014-15 Capital Projects Funds Budget.....	38
Debt Service Funds Overview.....	39
FY2013-14 Debt Service Funds Budget	40
FY2014-15 Debt Service Funds Budget.....	41
Internal Service Funds Overview.....	42
FY2013-14 Internal Service Funds Budget	45
FY2014-15 Internal Service Funds Budget.....	46
Enterprise Funds Overview.....	47
FY2013-14 Enterprise Funds Budget	49
FY2014-15 Enterprise Funds Budget.....	50

ELECTED AND LEGISLATIVE

Section 3

City Council 51
City Attorney 55
City Clerk 60
City Treasurer 64

ADMINISTRATIVE GROUP

Section 4

City Manager..... 67
 City Manager Administration..... 73
 Economic Development Division..... 78
 Human Resources Division..... 84
 Information Technology Division..... 89

Finance..... 93

COMMUNITY DEVELOPMENT

Section 5

Community Development..... 98
 Building Inspection Division..... 103
 Planning Division..... 104

COMMUNITY SERVICES GROUP

Section 6

Library..... 106

Parks and Community Services..... 114
 Administration Division..... 117
 Building Maintenance Division..... 121
 Community Services Division..... 125
 Parks Division..... 129

Public Works..... 133
 Administration Division..... 138
 Engineering Division..... 142
 Fleet Maintenance Division 146
 Storm Water Division 150
 Street Maintenance Division 154
 Wastewater Division 159
 Water Division 164

PUBLIC SAFETY GROUP

Section 7

Fire	170
Police	178

NON-DEPARTMENTAL / MISCELLANEOUS

Section 8

Non-Departmental	
Capital Outlay.....	186
Debt Service.....	188
Insurance.....	189
Other.....	190
Miscellaneous	
Agency Funds.....	192
Schedule of Full-time Employees.....	199
Historical Schedule of Regular Employees.....	201

BUDGET TRANSMITTAL LETTER

JULY 08, 2013

TO: City Council and the Citizens of Benicia

We are pleased to present the FY2013-2015 Proposed Operating Budget of the City of Benicia. This budget differs significantly from the traditional detail format and clearly reflects the overall financial stability of each City fund, as well as, aggregating financial information by City department. This change represents a significant shift toward communicating policy-level information and creating a sophisticated information tool that is inextricably tied to Council's Strategic Plan. Ultimately, our goal is to clearly demonstrate the objectives for managing public assets and implementing Council's priorities to meet citizens' needs.

OVERVIEW OF PROPOSED BUDGET

All Funds Proposed Budget								
Description	FY2013-14 Proposed				FY2014-15 Proposed			
	General Fund*	General Assigned	All Other Funds	TOTAL	General Fund*	General Assigned	All Other Funds	TOTAL
Total Revenues	29,953	94	28,516	58,563	30,244	51	28,684	58,979
Total Expenditures	30,939	319	33,871	65,129	31,128	264	29,363	60,755
Operating Income / (Loss)	(986)	(225)	(5,355)	(6,566)	(884)	(213)	(679)	(1,776)
Net Operating Transfers	(416)	207	209	-	(415)	210	205	-
Change in Fund Balance	(1,402)	(18)	(5,146)	(6,566)	(1,299)	(3)	(474)	(1,776)
Other Reserve Changes	249		(50)	199	253		(55)	198
Total Balance								
Beginning Balance	6,168	1,036	24,480	31,684	5,015	1,018	19,284	25,317
Ending Balance	5,015	1,018	19,284	25,317	3,969	1,015	18,755	23,739

*Note: General Fund Balance includes restricted balances of approximately \$347k not included in Council "Reserves"

Citywide revenues total \$58.56M and \$58.98M for FY2013-14 and FY2014-15, respectively. The somewhat flat revenue growth is primarily comprised of increased Enterprise Fund revenues offset by decreased Special Revenue and Capital Projects Fund revenues. Special Revenue Funds decrease due to decreased drawdowns from the Valero GNCS account. This Capital Projects fund revenues decrease due to the completion of Federal and local projects (RM2) in FY2013-14.

Citywide expenditures total \$65.13M and \$60.75M for FY2013-14 and FY2014-15, respectively. The sharp decrease in year-to-year expenditures is due to approximately \$1.5M in decreased Enterprise Fund (utilities) capital projects budgeted, and also, approximately \$1.8M decrease in streets and transportation projects in the Capital Projects funds.

Citywide net balances decrease from \$31.68M estimated as of June 30, 2013 to \$23.83M, reflecting a cumulative decrease of \$7.85M in citywide fund balances. This decrease is primarily attributed to planned capital investment in the City's water and wastewater infrastructure assets.

OVERVIEW OF GENERAL FUND PROPOSED BUDGET

As shown in the above table, the City continues to face challenges meeting the primary objective of a balanced General Fund budget, and also, sustaining Council mandates for General Fund emergency and contingency reserves. Benicia experienced a late and protracted revenue effect from the 2007-2009 Recession, and revenues continue to remain fairly flat over the two-year period. Recent data and property assessments signal that revenue levels may have bottomed out and we do not anticipate serious negative surprises to budgeted revenues.

The City has continually responded to revenue pressures through eliminating funding for approximately 27 positions, negotiated employee pay and benefit reductions of 10%, and significant capital and operating expenditure reductions.

General fund balance changed \$(1.4) million and \$(1.3) million for FY2013-14 and FY2014-15, respectively. As a result, the General Fund Reserve balance is approximately 16% in FY2013-14, and 12% in FY2014-15. These levels are far below the 20% goal set by Council. The City will present a long-term Budget Sustainability Plan (the Plan). A significant cornerstone of the Plan will include recommendations to sustain a 15% reserve balance at the end of FY2014-15.

Despite these continued challenges, the City's financial picture is significantly improved over recent budgets. The Proposed Budget not only focuses on maintaining the General Fund Reserves, but also on improving fiscal stability in all funds. For example:

- The City passed Wastewater and Water rate increases for the first time in six years. These increases critically improved the city's ability to meet capital improvement requirements and sustain adequate reserves in these funds.
- The 2013 Amended Budget Resolution recommends funding the Transit deficit of approximately \$600,000. Any additional 2013 General Fund budget surpluses will be utilized to fund long-standing deficits in the Marina Fund, restore General Fund reserves, and increase funding for workers' compensation injury reserves.
- In April 2013, CalPERS adopted new actuarial policies. Increased rates begin in FY2015-16 and are phased-in over a five-year ramp-up period. Initial cost estimates project the City may incur approximately \$2.8M to \$3.3M over a five-year period beginning in FY2015-16. As more fully described in the General Fund Forecast report contained in this document, the Proposed Budget includes initiation of PERS rate smoothing in order to plan and prepare for these increases. We believe the City will be prepared for this significant rate.
- Effective January 2013, California SB863 increases benefits and compensation for permanent disability. The Proposed Budget increases internal charges approximately 6-7% in response to these changes, and to address reserve funding issues.
- Over the two-year budget period, working capital liquidity is significantly improved in all Internal Service Funds.

- The City identified the need to engage the citizens in the discussion of the pending short-fall in the City's Landscape and Lighting Assessment Districts.

These endeavors were primarily accomplished through increased efficiencies and also negotiated concessions with City employees who agreed to significant pay reductions while continuing to deliver a high-level of service to Benicia's citizens.

CHALLENGES TO BUDGET SUSTAINABILITY

The following factors continue to contribute to challenges the City faces in achieving a sustainable budget:

- **Economic Uncertainty**

The Great Recession of 2007 – 2009 is characterized not only by the strength and rapidity of economic contraction, but also by the global fiscal events precipitating the recession. Other than the 1930's, the continued slow recovery from this recession is unprecedented in American history; and, debates over the strength, speed, and length of this recovery continue today.

- **Concentration of Industrial Business Activity**

Approximately 70% of the City's sales tax activity is generated through business-industrial, and fuel service industry groups. Additionally, property and utility tax revenue generation are concentrated in one major taxpayer. This company accounts for approximately 22% of assessed property valuation, and 55% of utility user tax generated. Reliance on concentrated industry groups leads to greater volatility in revenue receipts and greater uncertainty in projecting such revenues.

- **CalPERS Rate Increases**

In February 2014, CalPERS is scheduled to take action on changes to economic and demographic actuarial assumptions. Preliminary estimates are that each of these two changes could result in rate increases of 2-4% of payroll. These increases are in addition to the rate increased discussed above.

- **Management of Information Systems and Knowledge**

Over time, the information systems have not kept pace with the demands of the 21st Century. City management has identified the improvement of its information management systems as one of the most significant and critical objectives to maintaining an efficient and effective organization.

- **Significant Deferred Maintenance of City Infrastructure Assets**

Over the years the City has not invested in, nor established capital funding mechanisms, for the City's critical infrastructure assets, including storm drains, streets, sidewalks, and buildings. The City must prepare a Strategic Capital Plan whereby the extent of under-funding of assets is quantified. This Plan will include an analysis of all existing and needed assets, including: identifying cost requirements to maintain existing, or acquire new, capital assets to effectively serve community needs; prioritizing competing capital needs; and, identifying resources for, and financing of, capital costs.

- **Cost Allocation Plan and Master Fee Study**

A cost allocation plan provides critical analysis needed to implement overhead cost allocation procedures, increase transparency of service costs, and strengthen legal support for fund allocation and service fees. This plan is logically followed by a Master Fee study in order improve understanding of the true cost of services provided to users. When service fees do not fully cover the City's underlying costs, it shifts funding away from other critical, high priority operating and capital needs.

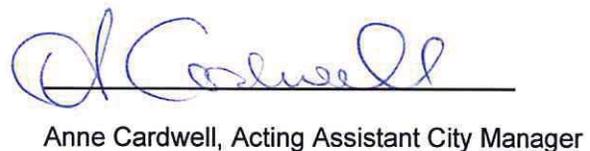
ACKNOWLEDGEMENTS

We deeply thank the Finance Department staff for all their efforts and, indeed, all of the City staff throughout all the City departments who spent many hours researching and preparing budget information. This budget was especially difficult because, not only were Departments asked to adjust to a new format late in April, but also, from today forward they must gather and communicate information differently. It is a credit to each of them that they are open to new ideas, and the inevitable challenges that change brings.

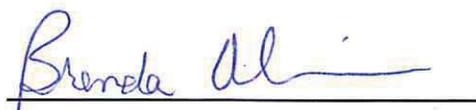
As with any endeavor, there are those few who bear the brunt of the miniscule details, decisions, and revisions under the pressure of deadlines. We especially thank Pam Namba and Victor Randall. This document would not have been possible without the care for detail and passion for excellence of these two employees.



Brad Kilger, City Manager



Anne Cardwell, Acting Assistant City Manager



Brenda Olwin, Interim Finance Director



City of Benicia
Strategic Plan
FY 2013-2015

Strategic Planning

The Strategic Planning process is a proven and thoughtful method for determining how an organization's resources can be most wisely allocated. Strategic Planning requires research and analysis before making resource allocation decisions; strategic planning decisions are not randomly made. Strategic Planning requires research and analysis that is:

1. **COMPREHENSIVE:** all of the City's functions and responsibilities are reviewed prior to allocation decisions.
2. **LONG-TERM:** the City's long-term needs and opportunities are reviewed prior to making allocation decisions.
3. **INCLUSIVE:** all stakeholders are invited and encouraged to participate in needs and opportunities assessment prior to allocation decisions.

Strategic Plan Elements

1. **MISSION STATEMENT:** a statement of the City's ultimate purpose and the difference it wishes to make for the community.
2. **VISION STATEMENT:** the character-defining elements of the ideal organization.
3. **VALUES STATEMENT:** the guiding principles the organization believes are right and should guide conduct.
4. **STRATEGIC ISSUES:** the major needs and opportunities facing the organization over the next two to five years that most impact achievement of the Mission and Vision. Numerous, important issues face any organization. The identified Strategic Issues are those that are perceived to be most critical.
5. **STRATEGIES:** one or more approaches to take in order to address the Strategic Issues.
6. **STRATEGIC PLAN ACTION ITEMS:** the specific projects and programs that will be pursued by the organization in the budget period (two years) to implement the Strategies.

The Strategic Plan differs from the City's General Plan in that the General Plan reflects the City's long-range vision. The Strategic Plan is a plan for the next two-five years that will help the City accomplish the goals of the General Plan with shorter-term strategies and actions.

Key points to keep in mind when developing a Strategic Plan include:

- Strategic Planning proceeds from the assumption that resources are limited so we must allocate them based on a review and identification of the highest priorities for the upcoming planning period (two-five years).

- Strategic Plan issues are the five +/- problems and opportunities that will arise in the planning period that will most impact achievement of the City's mission, vision and values.
- Strategic Plan strategies are the most promising approaches or general direction that will resolve the five Strategic Issues.
- Strategic Actions are the most effective projects, programs or activities that will execute or implement the strategies.
- It should be noted that Strategic Actions may be cross-cutting, that is they may fit under more than one Strategic Issue. Actions are listed under the Issue with which they are most clearly aligned. For example, Item 3c "Continue to collaborate with the Benicia Unified School District (BUSD) to support quality education" is listed under Strategic Issue 3: Strengthening Economic and Fiscal Conditions, but it also fits under Strategic Issue 5: Maintain and Enhance a High Quality of Life.
- Actions selected can be new, already planned, or on-going. The point is identifying and selecting actions that will best address the strategies and issues identified in the plan.
- The package of actions selected should not be comprised of only those that are easily achievable. Instead, they should be ambitious, while realistically achievable within resources that can be assembled within the planning period.
- Ultimately, resources required will be considered and evaluated in the budget process. The budget process is about allocating available resources to priorities established by the City Council.
- The last major policy step in the Strategic Planning process is budget adoption.

Implementation Process

The City's Strategic Plan is achieved by pursuit of the following activities:

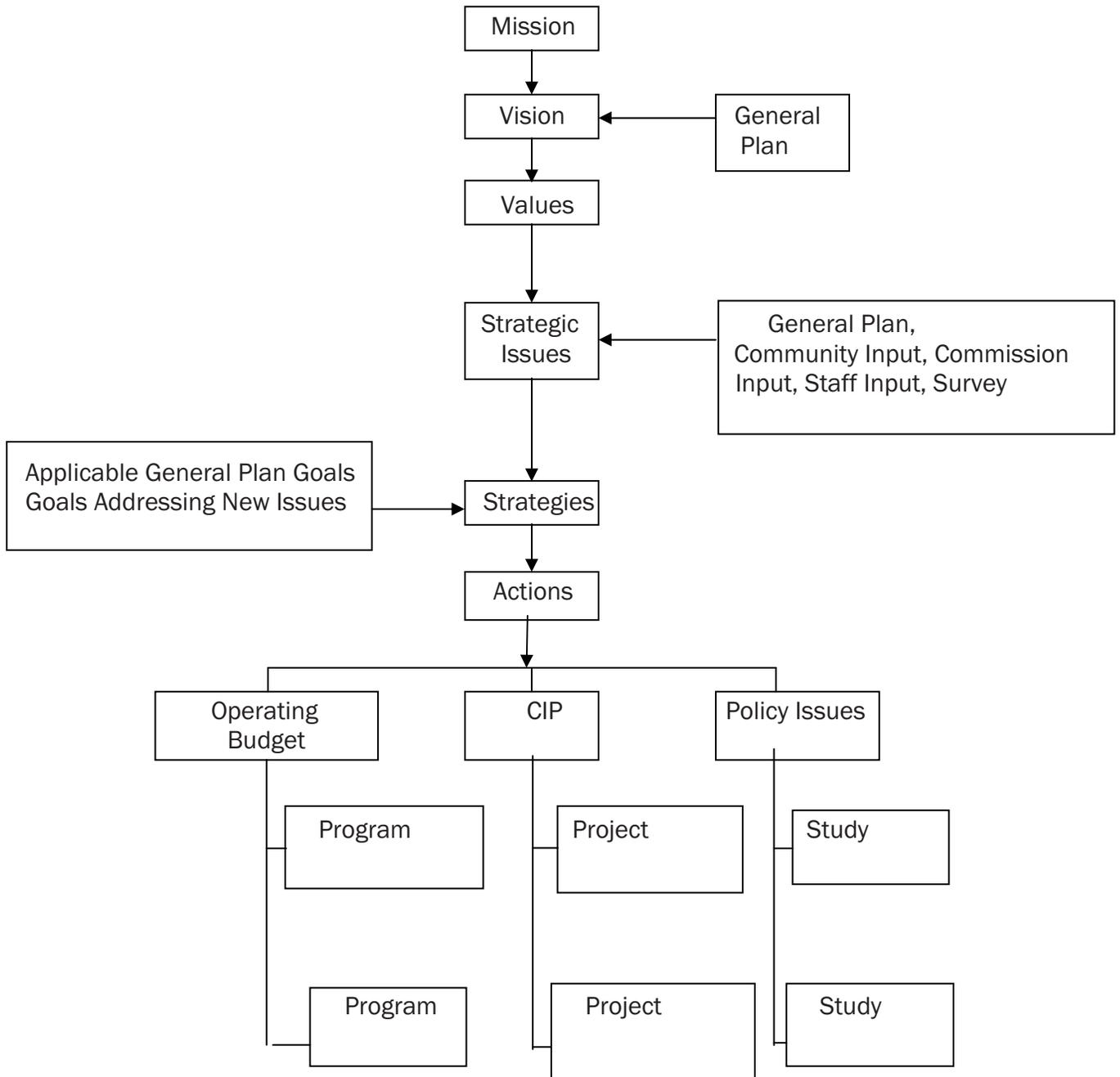
1. **BUDGET APPROPRIATION:** allocating our discretionary budget dollars to projects and programs that will address Strategic Plan Issues.
2. **DEPARTMENT STRATEGIC PLANS:** establishment of Strategic Plans by each department that include Actions that address Strategic Plan Issues.

3. **EMPLOYEE PERFORMANCE PLANS:** including objectives in the Performance Plan of every employee that addresses Strategic Plan Issues.

4. **MONITORING PLANS:**
 - a. Employee Performance Plans: supervisors personally review and discuss the employee's performance plan on an annual basis.
 - b. Strategic Action Plan: City Manager and Department Heads review progress once per month at staff meetings, and once per quarter at Council meetings.
 - c. Performance Measures: The 2013-2015 Budget has performance measures identified in each of the department narratives. These measures will be useful for tracking progress on both the Citywide Strategic Plan Actions, as well as other departmental priorities.

The following pages illustrate the process, as well as each of the City's Strategic Plan elements and together comprise the City's Strategic Plan for 2013-2015.

Benicia Strategic Planning Process



City of Benicia

Mission, Vision and Values

City Mission:

- **Excellent Service**

City Vision:

- **To work together to build a sustainable community and enhance the City's overall quality of life.**

City Values or Guiding Principles:

- **Respect**
- **Responsiveness**
- **Integrity**
- **Inclusiveness & Collaboration**
- **Teamwork**

The Mission Vision and Guiding Principles of the Strategic Plan are consistent with the General Plan. The Strategic Plan supports accomplishment of the goals of the General Plan via shorter-term strategies and actions.

STRATEGIC ISSUE 1: Protecting Community Health and Safety

STRATEGIES

- 1) Provide modern and functional public safety facilities
- 2) Maintain adequate staffing for public safety and a strong EMS program
- 3) Provide a high state of preparedness for disasters/emergencies
- 4) Promote community preservation and prevent nuisances through increased code enforcement, environmental strategies and community education
- 5) Promote community and personal health

ACTIONS

- 1) (a) Investigate funding strategies for a functional police building
(b) Evaluate need to replace emergency generators at Fire Station 11
- 2) (a) Maintain current public safety service levels
(b) Explore opportunities for resource sharing/collaboration with other fire service agencies
(c) Explore opportunities for consolidation of fire and emergency medical dispatch services with other agencies
- 3) (a) Educate our citizens on the Community Alert Notification System, and conduct EOC trainings
(b) Establish a community real-time air monitoring system to alert the City and affected community of significant air quality issues
(c) Conduct Emergency Operations Center Exercises, at least twice annually.
(d) Ensure all city employees are trained at the proper levels to meet the National Incident Management System Standards
- 4) (a) Leverage code enforcement resources to resolve systemic quality of life issues
(b) Utilize technology to produce an effective and efficient use of resources
- 5) (a) Continue to support the Benicia Youth Action Coalition, a community collaborative, working together to reduce the underage use of alcohol, tobacco, and other drugs (ATOD) by Benicia Youth
(b) Review smoking ordinance
(c) Utilize library services and programs to promote community health

STRATEGIC ISSUE 1: Protecting Community Health and Safety - Continued

PRIMARY GENERAL PLAN GOALS

- ▶ GOAL 2.28: Improve and maintain public facilities and services.
- ▶ GOAL 4.22: Update and maintain the City's Emergency Response Plan.

STRATEGIC ISSUE 2: Protecting and Enhancing the Environment

STRATEGIES

- 1) Reduce greenhouse gas emissions and energy consumption
- 2) Implement new water conservation projects/programs
- 3) Pursue and adopt sustainable practices
- 4) Protect air quality

ACTIONS

- 1) (a) Pursue financing mechanism for home and business renewable energy and/or energy conservation methods
: (b) "Buy green", if fiscally feasible
- 2) Pursue water conservation projects as opportunities arise
- 3) (a) Pursue LEED certification for community center
- 4) Pursue multiple mass transit opportunities

PRIMARY GENERAL PLAN GOALS

- ▶ Overarching Goal of the General Plan: Sustainability
- ▶ GOAL 2.36: Ensure an adequate water supply for current and future residents and businesses.
- ▶ GOAL 3.27: Improve energy efficiency.

STRATEGIC ISSUE 3: Strengthening Economic and Fiscal Conditions

STRATEGIES

- 1) Implement Economic Development Strategy
- 2) Strengthen Benicia Industrial Park competitiveness
- 3) Retain and attract business
- 4) Manage City finances prudently
- 5) Increase economic viability of industrial park and other commercial areas, while preserving existing economic strengths and historic resources

ACTIONS

- 1)
 - (a) Replace Nationwide sign with tourism sign on I-680 freeway
 - (b) Continue tourism brand promotion and marketing (e.g., tourism website)
 - (c) Formulate BIP Marketing program
 - (d) Continue funding for non-profit arts and culture organization grants
 - (e) Complete master plan for Downtown Waterfront Park
- 2)
 - (a) Continue to approve and implement road resurfacing projects
 - (b) Pursue and if feasible, develop Benicia Industrial Park Broadband Project
- 3)
 - (a) Implement Business Development Action Plan
 - (b) Continue and expand business support tools and policies that balance sustainability with economic vitality
 - (c) Continue to collaborate with the Benicia Unified School District (BUSD) to support quality education
- 4) Prepare and maintain balanced budget with strong emergency and contingency reserve and internal service funds
- 5)
 - (a) Plan for sustainable Benicia Business Park including pursuing grants for transit oriented development area and Intermodal Station planning
 - (b) Plan for investment in the Arsenal including hazard remediation
 - (c) Update zoning code to encourage clean energy, high-tech R&D uses in industrial districts

STRATEGIC ISSUE 3: Strengthening Economic and Fiscal Conditions - Continued

PRIMARY GENERAL PLAN GOALS

- ▶ Overarching Goal of the General Plan: Sustainability
- ▶ GOAL 2.34: Ensure adequate school facilities to serve all residential areas.
- ▶ GOAL 2.35: Cooperate with the School District to provide opportunities for citizen use of the schools.
- ▶ GOAL 2.5: Facilitate and encourage new uses and development which provide substantial and sustainable fiscal and economic benefits to the City and the community while maintaining health, safety, and quality of life.
- ▶ GOAL 2.28: Improve and maintain public facilities and services.
- ▶ GOAL 2.7: Attract and retain industrial facilities that provide fiscal and economic benefits to – and meet the present and future needs of – Benicia.

STRATEGIC ISSUE 4: Preserving and Enhancing Infrastructure

STRATEGIES

- 1) Provide safe, functional and complete streets
- 2) Increase use of mass transit
- 3) Address technology needs
- 4) Provide adequate funding for ongoing infrastructure needs

ACTIONS

- 1) (a) Fund street maintenance at a level that will improve pavement management index rating
(b) Implement traffic calming work program
- 2) (a) Complete plans for and begin construction of a park-and-ride facility at W. Military at Southampton
(b) Continue to pursue designation for a WETA-Ferry stop in downtown area
(c) Continue planning for an intermodal transportation station in vicinity of Benicia Industrial Park and proposed Benicia Business Park
- 3) (a) Prepare a City government technology improvement plan
(b) Acquire and implement: 1) upgraded public safety technology, and 2) enhanced GIS capabilities
- 4) (a) Implement a plan for funding of reserves for vehicle, equipment and facilities infrastructure
(b) Fund bridge maintenance program

STRATEGIC ISSUE 4: Preserving and Enhancing Infrastructure - Continued

PRIMARY GENERAL PLAN GOALS

- ▶ Overarching Goal of the General Plan: Sustainability
- ▶ GOAL 2.15: Provide a comprehensive system of pedestrian and bicycle routes which link the various components of the community: employment centers, residential areas, commercial areas, schools, parks, and open space.
- ▶ GOAL 2.17: Provide an efficient, reliable, and convenient transit system.
- ▶ GOAL 2.19: Promote a regional (San Francisco, Oakland, Alameda) and local (Martinez, Port Costa, and Crockett) ferry service.
- ▶ GOAL 2.20: Provide a balanced street system to serve automobiles, pedestrians, bicycles, and transit, balancing vehicle-flow improvements with multi-modal considerations.
- ▶ GOAL 2.28: Improve and maintain public facilities and services.

STRATEGIC ISSUE 5: Maintain and Enhance a High Quality of Life

STRATEGIES

- 1) Operate community activity centers
- 2) Implement the Downtown Master Plan
- 3) Promote arts and culture
- 4) Preserve City-owned historic structures
- 5) Provide support to disadvantaged segments of the community
- 6) Support Benicia Public Library's ability to meet the public's expanding needs for information, communication and literacy

ACTIONS

- 1) (a) Continue to provide support for the library as a community center
- 2) (a) Pursue outside funds for Downtown improvements (streetscape, parking and traffic calming enhancements)
(b) Review mixed use and other alternatives for the City's E Street lot
- 3) (a) Pursue funding sources for arts and culture activities
- 4) (a) Continue to seek tenant for occupancy of Commanding Officer's Quarters
(b) Maintain City-owned historic structures (e.g. Benicia Historical Museum, SP Depot, Clocktower)
- 5) (a) Obtain grants to provide a transitional shelter
(b) Facilitate construction of affordable housing per updated Housing Element
(c) Continue funding for Human Services grants
- 6) (a) Provide ongoing support for library and literacy services
(b) Plan for future basement expansion

STRATEGIC ISSUE 5: Maintain and Enhance a High Quality of Life – Cont.

PRIMARY GENERAL PLAN GOALS

- ▶ Overarching Goal of the General Plan: Sustainability
- ▶ GOAL 2.11: Encourage the retention and continued evolution of the lower Arsenal into a historical/cultural/commercial/industrial center of mutually compatible uses.
- ▶ GOAL 2.12: Strengthen the Downtown as the City's central commercial zone.
- ▶ GOAL 2.30: Maintain and improve existing parks and recreation programs.
- ▶ GOAL 3.1: Maintain and enhance Benicia's historic character.
- ▶ GOAL 3.3: Increase public awareness of cultural resources and activities.
- ▶ GOAL 3.4: Support the library and the services it provides the community.

2013-15 Strategic Plan Appendix

The following City documents are existing plans, adopted by the City Council, that are relevant to the Strategic Plan.

- ▶ Downtown Historic Conservation Plan 1990
- ▶ Downtown Streetscape Design Plan 1990
- ▶ Arsenal Historic Conservation Plan 1993
- ▶ Parks Master Plan 1997
- ▶ Benicia General Plan 1999 and 2007-2014 Housing Element
- ▶ Downtown Mixed Use Master Plan 2007
- ▶ Economic Development Strategy 2007
- ▶ Strategic Tourism Marketing Plan 2008
- ▶ Benicia Climate Action Plan 2009
- ▶ Public Art Program 2012
- ▶ BIP Technology Needs Assessment 2012
- ▶ Business Development Action Plan 2012
- ▶ City of Benicia Emergency Operations Plan (2007)

FINANCIAL SUMMARIES

CITYWIDE FUNDS

CITY OF BENICIA

FY 2013-2014 CITYWIDE BUDGET

Divisions	GENERAL FUND	SPECIAL REVENUE FUNDS	CAPTIAL PROJECTS FUNDS	DEBT SERVICE FUNDS	INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	Total
Revenues							
Property Tax	12,028,100	1,147,660	-	667,710	-	64,000	13,907,470
Sales Tax	6,205,000	-	-	-	-	-	6,205,000
Utility Users Tax	4,595,000	-	-	-	-	-	4,595,000
Franchise Fees	1,727,600	-	-	-	-	-	1,727,600
Other State and Local Taxes	910,000	-	-	-	-	-	910,000
Licenses and Permits	386,000	-	-	-	-	-	386,000
Fines and Forfeitures	101,000	1,550	-	-	-	-	102,550
Use of Money and Property	361,100	29,840	9,000	500	4,395	678,525	1,083,360
Revenue from Other Agencies	2,090,000	1,065,900	2,001,045	-	-	-	5,156,945
Charges for Current Services	1,314,960	29,500	167,000	-	6,069,575	15,886,770	23,467,805
Other Miscellaneous	327,940	688,100	-	-	-	5,075	1,021,115
Total Revenues	30,046,700	2,962,550	2,177,045	668,210	6,073,970	16,634,370	58,562,845
Expenditures							
City Council	79,900	-	-	-	-	-	79,900
City Attorney	558,470	-	-	-	-	-	558,470
City Clerk	110,120	-	-	-	-	-	110,120
City Treasurer	106,880	-	-	-	-	-	106,880
City Manager	2,168,935	425,000	-	-	243,710	-	2,837,645
Finance	773,740	-	-	-	398,190	-	1,171,930
Community Development	852,075	550,000	-	-	-	-	1,402,075
Library	1,242,220	1,036,725	-	-	-	-	2,278,945
Parks / Community Services	4,919,965	615,470	5,000	-	-	-	5,540,435
Public Works	1,419,605	512,515	89,700	-	366,505	12,621,335	15,009,660
Fire	6,588,445	-	-	-	-	-	6,588,445
Police	8,224,105	396,755	-	-	-	-	8,620,860
Non-Departmental							
Capital Projects	46,000	380,000	2,625,000	-	574,475	3,971,600	7,597,075
Debt Service	650,990	-	-	1,785,285	1,484,310	4,326,160	8,246,745
Insurance	750,200	-	-	-	1,243,930	-	1,994,130
Other Non-Departmental	2,766,105	10,000	-	-	209,805	-	2,985,910
Total Expenditures	31,257,755	3,926,465	2,719,700	1,785,285	4,520,925	20,919,095	65,129,225
Operating Income / (Loss)	(1,211,055)	(963,915)	(542,655)	(1,117,075)	1,553,045	(4,284,725)	(6,566,380)
Other Financing Sources/Uses							
Transfers In	302,040	109,000	-	1,103,455	-	704,600	2,219,095
Transfers Out	(511,140)	-	-	-	(1,103,455)	(604,500)	(2,219,095)
Net Operating Transfers	(209,100)	109,000	-	1,103,455	(1,103,455)	100,100	-
Change in Fund Balance	(1,420,155)	(854,915)	(542,655)	(13,620)	449,590	(4,184,625)	(6,566,380)
Other Changes	249,040				(50,000)		199,040
Projected Fund Balance							
July 01, 2013 Balance	7,204,065	3,638,830	893,890	739,765	705,875	18,502,110	31,684,535
June 30, 2014 Balance	6,032,950	2,783,915	351,235	726,145	1,105,465	14,317,485	25,317,195

Schedule of Interfund Transfers - All Funds
Fiscal Year 2013-2014

From:			Purpose	To:		
014	Wastewater	\$ 37,500	Operating	010	General Fund	\$ 37,500
090	Water	57,000	Operating	010	General Fund	57,000
Subtotal		94,500		Subtotal		94,500
010	General Fund	146,000	Operating	021	GF Human Services	146,000
010	General Fund	61,540	Operating	222	GF Arts and Culture Commission	61,540
010	General Fund	74,000	Operating	041	Youth Action Coalition	74,000
010	General Fund	35,000	Operating	089	Literacy	35,000
010	General Fund	194,600	Operating	060	Marina	194,600
Subtotal		511,140		Subtotal		511,140
325	Energy Conservation Measures	1,103,455	Debt Service	425	Public Property Financing Corp	1,103,455
Subtotal		1,103,455		Subtotal		1,103,455
090	Water	50,000	Reserves	594	Water System Replacement	50,000
090	Water	47,000	Reserves	592	Water Equipment Replace	47,000
090	Water	85,000	Reserves	593	Water Filter Replacement	85,000
090	Water	33,000	Reserves	595	Water Major Equipment Rplc	33,000
090	Water	175,000	Reserves	596	Water Major Capital Project	175,000
014	Wastewater	10,000	Reserves	515	Wastewater Equip/Veh Rplc	10,000
014	Wastewater	40,000	Reserves	516	Wastewater System Replacement	40,000
014	Wastewater	70,000	Reserves	517	Wastewater Major Equip/Veh Rplc	70,000
Subtotal		510,000		Subtotal		510,000
Total Transfers Out		\$ 2,219,095		Total Transfers In		\$ 2,219,095

CITY OF BENICIA

FY 2014-2015 CITYWIDE BUDGET

Divisions	GENERAL FUND	SPECIAL REVENUE FUNDS	CAPTIAL PROJECTS FUNDS	DEBT SERVICE FUNDS	INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	Total
Revenues							
Property Tax	12,306,200	1,167,660	-	677,710	-	64,000	14,215,570
Sales Tax	6,495,000	-	-	-	-	-	6,495,000
Utility Users Tax	4,290,000	-	-	-	-	-	4,290,000
Franchise Fees	1,752,600	-	-	-	-	-	1,752,600
Other State and Local Taxes	925,000	-	-	-	-	-	925,000
Licenses and Permits	386,000	-	-	-	-	-	386,000
Fines and Forfeitures	101,000	1,550	-	-	-	-	102,550
Use of Money and Property	366,100	29,340	8,500	500	4,395	672,265	1,081,100
Revenue from Other Agencies	2,088,000	1,056,430	1,190,000	-	-	-	4,334,430
Charges for Current Services	1,319,460	29,500	167,000	-	6,146,405	17,075,010	24,737,375
Other Miscellaneous	266,440	388,100	-	-	-	5,150	659,690
Total Revenues	30,295,800	2,672,580	1,365,500	678,210	6,150,800	17,816,425	58,979,315
Expenditures							
City Council	80,000	-	-	-	-	-	80,000
City Attorney	561,025	-	-	-	-	-	561,025
City Clerk	112,670	-	-	-	-	-	112,670
City Treasurer	107,650	-	-	-	-	-	107,650
City Manager	2,180,400	-	-	-	245,615	-	2,426,015
Finance	724,155	-	-	-	406,290	-	1,130,445
Community Development	866,785	326,500	-	-	-	-	1,193,285
Library	1,209,155	1,028,445	-	-	-	-	2,237,600
Parks / Community Services	5,001,975	605,895	-	-	-	-	5,607,870
Public Works	1,434,990	427,335	88,595	-	361,750	12,521,465	14,834,135
Fire	6,719,970	-	-	-	-	-	6,719,970
Police	8,385,405	363,405	-	-	-	-	8,748,810
Non-Departmental							
Capital Projects	100,000	250,000	845,000	-	299,200	2,463,540	3,957,740
Debt Service	650,990	-	-	1,820,690	1,534,310	4,329,525	8,335,515
Insurance	777,955	-	-	-	1,305,440	-	2,083,395
Other Non-Departmental	2,478,855	10,000	-	-	130,570	-	2,619,425
Total Expenditures	31,391,980	3,011,580	933,595	1,820,690	4,283,175	19,314,530	60,755,550
Operating Income / (Loss)	(1,096,180)	(339,000)	431,905	(1,142,480)	1,867,625	(1,498,105)	(1,776,235)
Other Financing Sources/Uses							
Transfers In	304,020	109,000	-	1,147,065	-	843,200	2,403,285
Transfers Out	(509,740)	(1,980)	-	-	(1,147,065)	(744,500)	(2,403,285)
Net Operating Transfers	(205,720)	107,020	-	1,147,065	(1,147,065)	98,700	-
Change in Fund Balance	(1,301,900)	(231,980)	431,905	4,585	720,560	(1,399,405)	(1,776,235)
Other Changes	252,805				(55,000)		197,805
Projected Fund Balance							
July 01, 2014 Balance	6,032,950	2,783,915	351,235	726,145	1,105,465	14,317,485	25,317,195
June 30, 2015 Balance	4,983,855	2,551,935	783,140	730,730	1,771,025	12,918,080	23,738,765

Schedule of Interfund Transfers - All Funds
Fiscal Year 2014-2015

From:			Purpose	To:		
014	Wastewater	\$ 37,500	Operating	010	General Fund	\$ 37,500
090	Water	57,000	Operating	010	General Fund	57,000
Subtotal		94,500		Subtotal		94,500
010	General Fund	146,000	Operating	021	GF Human Services	146,000
010	General Fund	61,540	Operating	222	GF Arts and Culture Commission	61,540
010	General Fund	74,000	Operating	041	Youth Action Coalition	74,000
010	General Fund	35,000	Operating	089	Literacy	35,000
010	General Fund	193,200	Operating	060	Marina	193,200
Subtotal		509,740		Subtotal		509,740
021	Human Services Endowment	1,980	Project Funding	021	GF Human Services	1,980
Subtotal		1,980		Subtotal		1,980
325	Energy Conservation Measures	1,147,065	Debt Service	425	Public Property Financing Corp	1,147,065
Subtotal		1,147,065		Subtotal		1,147,065
090	Water	50,000	Reserves	594	Water System Replacement	50,000
090	Water	80,000	Reserves	592	Water Equipment Replace	80,000
090	Water	85,000	Reserves	593	Water Filter Replacement	85,000
090	Water	175,000	Reserves	596	Water Major Capital Project	175,000
014	Wastewater	10,000	Reserves	515	Wastewater Equip/Veh Rplc	10,000
014	Wastewater	250,000	Reserves	518	Wastewater Major Capital Project	250,000
Subtotal		650,000		Subtotal		650,000
Total Operating Transfers Out		\$ 2,403,285		Total Operating Transfers In		\$ 2,403,285

GENERAL FUND FORECAST

EXECUTIVE SUMMARY

The General Fund Forecast (the Forecast) presents the 2013 Estimated Budget; the FY2013-14 and FY2014-15 Proposed Budgets; and, thereafter, a three-year forecast of General Fund operating results. Despite numerous cost-cutting measures, the Forecast reflects continued difficulty maintaining Council objectives for the General Fund Emergency (10%) and Contingency (10%) reserves. Historically, the City has delivered a high level of varied government services without significant increases in service fees or taxes. However, as the City faces continued and new challenges, we must find opportunities for increased efficiency, as well as, consider opportunities to increase General Fund resources.

REVENUES

Property, Sales, and Utility Users tax revenues have proven especially difficult to estimate, requiring the City to respond quickly to significant differences between projected and actual revenue receipts. Property assessment information is released annually; however, the unprecedented County-wide level of property appeals, AB 8 properties, and price fluctuations make it difficult to estimate actual receipts. Also, a heavy concentration of sales and use tax base in the business-industrial and fuel-service sectors impact the variability of these projections. This is also true of the Utility Users tax, where 55% of the tax collected is from a single company.

The revenue projections were prepared with a cautiously optimistic view reflecting the assumption that most revenue sources will be at or near the bottom in FY2014-15, and will rise modestly over the remaining three-year period. Other assumptions are implied, for example, it is assumed there are no significant changes to the types of revenue generated by the City; and, that there are no significant inflationary or deflationary economic events.

Over the five-year period, total revenues are forecasted to modestly increase 7.8%, from \$29.95M in FY2013-14 to \$32.31M in FY2017-18.

EXPENDITURES

Since 2009, the City has achieved a cumulative 10% reduction in employee wages and benefits; a 12% reduction in the number of funded full-time positions; and, implemented various departmental operating cost savings. In the proposed budget, the City froze additional vacant positions totaling approximately \$0.8M; and those positions are assumed to remain unfunded over the forecast period.

Despite these accomplishments, the City continues to face significant employee cost pressures, primarily due to retirement and workers' compensation increases. Implemented and planned CalPERS "sustainability" actions are one of the most significant cost pressures facing the City today. The Forecast includes additional PERS cost estimates totaling \$1.7M over the three years between FY2015-16 and FY2017-18 related to these actions.

In total, other than estimated cost increases for retirement and internal service costs, the forecast expenditures reflect little overall increase over the forecast period. The Forecast scenario "holds" these costs at low to no-growth levels with the objective of maintaining Emergency Reserves at 10% of projected General Fund revenues.

Over the five-year period, total expenditures are forecast to be held at an increase of 2.2%, from \$31.2M in FY2014-15 to \$31.9M in FY2017-18.

FUND BALANCE

At the end of the Forecast period, the General Fund reflects a 10% Emergency Reserve balance. The City's Budget and Fiscal Policy (the Policy) requires that the City strives to maintain total reserves at 20%, and this Forecast is not intended as an implied recommendation to allow reserves to reach 10%. The Forecast is indicative of the resources that will be required over time, either through increased revenues or reduced expenditures, to maintain reserves at the Policy levels.

CITY OF BENICIA
GENERAL FUND FORECAST: FIVE YEAR
(in thousands)

Revenues	AMENDED	ESTIMATED	PROPOSED		PROJECTED		
	2013	2013	2014	2015	2016	2017	2018
Property Tax	11,860	11,790	12,028	12,306	12,589	12,841	13,098
Sales Tax	6,315	6,600	6,205	6,495	6,722	6,958	7,201
Utility Users Tax	4,975	4,920	4,595	4,290	4,376	4,463	4,553
Other Taxes	830	915	910	925	934	944	953
From Other Agencies	2,012	2,012	2,048	2,088	2,130	2,172	2,216
Franchise Fees	1,600	1,645	1,710	1,735	1,752	1,770	1,788
Charges for Current Services	1,343	1,343	1,308	1,313	1,326	1,353	1,380
Other Revenues	1,134	1,134	1,149	1,092	1,103	1,114	1,125
Total Revenues	30,069	30,359	29,953	30,244	30,933	31,614	32,313
Expenditures							
Salaries	15,080	15,172	15,088	15,185	15,261	15,337	15,414
Benefits:							
Health and Other	2,823	2,447	2,595	2,595	2,595	2,595	2,595
PERS	2,736	2,528	2,600	2,815	3,105	3,395	3,675
City POB	1,087	1,087	1,365	1,365	1,075	785	700
Subtotal Benefits	6,646	6,062	6,560	6,775	6,775	6,775	6,970
Subtotal Personnel	21,726	21,234	21,648	21,960	22,036	22,112	22,384
Services and Supplies	5,837	6,091	6,250	6,007	6,067	6,128	6,189
Community Programs	494	494	463	467	467	467	467
Water Discount	187	187	292	249	222	164	132
Capital Outlay	352	352	218	276	282	287	293
Internal Service Charges	1,500	1,500	1,624	1,726	1,793	1,864	1,938
Debt Service Payments	628	628	651	651	627	390	390
Total Expenditures	30,724	30,486	31,146	31,336	31,494	31,412	31,793
Operating Income / (Loss)	(655)	(127)	(1,193)	(1,092)	(561)	202	520
Other Financing Sources/Uses							
Transfers In	95	95	95	95	96	97	98
Transfers Out	(308)	(902)	(304)	(302)	(307)	(312)	(317)
Net Operating Transfers	(213)	(807)	(209)	(207)	(211)	(215)	(219)
Change in Fund Balance	(868)	(934)	(1,402)	(1,299)	(772)	(13)	301
Other Reserve Changes	219	219	249	253	250	-	-
Projected Reserve Fund Balance*							
July 01 Balance	6,536	6,536	5,821	4,668	3,622	3,100	3,087
June 30 Balance	5,887	5,821	4,668	3,622	3,100	3,087	3,387
		19%	16%	12%	10%	10%	10%

* Projected Reserve Fund Balance does not include certain restricted and assigned fund balance amounts.

CITY OF BENICIA
RATE ASSUMPTIONS
(percentage change)

Revenues	PROPOSED		PROJECTED		
	2014	2015	2016	2017	2018
Property Tax	2.0%	2.3%	2.3%	2.0%	2.0%
Sales Tax	-6.0%	4.7%	3.5%	3.5%	3.5%
Utility Users Tax	-6.6%	-6.6%	2.0%	2.0%	2.0%
Other Taxes	-0.5%	1.6%	1.0%	1.0%	1.0%
From Other Agencies	1.8%	2.0%	2.0%	2.0%	2.0%
Franchise Fees	4.0%	1.5%	1.0%	1.0%	1.0%
Charges for Current Services	-2.6%	0.4%	1.0%	2.0%	2.0%
Other Revenues	1.3%	-5.0%	1.0%	1.0%	1.0%
Total Revenues	-1.3%	1.0%	2.3%	2.2%	2.2%
Expenditures					
Salaries	-0.6%	0.6%	0.5%	0.5%	0.5%
Benefits:					
Health	6.0%	0.0%	0.0%	0.0%	0.0%
PERS	2.8%	8.3%	10.3%	9.3%	8.2%
City POB	25.6%	0.0%	-21.2%	-27.0%	-10.8%
Subtotal Benefits	8.2%	3.3%	0.0%	0.0%	2.9%
Subtotal Personnel	1.9%	1.4%	0.5%	0.5%	3.4%
Services and Supplies	2.6%	-3.9%	1.0%	1.0%	1.0%
Community Programs	-6.3%	0.9%	0.0%	0.0%	0.0%
Water Discount	56.1%	-14.7%	-10.8%	-26.1%	-19.5%
Capital Outlay	-38.1%	26.6%	2.0%	2.0%	2.0%
Internal Service Charges:					
Workers' Compensation	7.0%	6.2%	6.0%	6.0%	6.0%
Corporation Yard Operations	6.9%	-1.0%	1.5%	1.5%	1.5%
Vehicles	10.4%	9.7%	3.0%	3.0%	3.0%
Equipment	9.8%	7.6%	3.0%	3.0%	3.0%
Facilities	9.7%	10.0%	3.0%	3.0%	3.0%
Internal Service Charges	8.3%	6.3%	3.9%	3.9%	4.0%
Debt Service Payments	3.7%	0.0%	-3.7%	-37.8%	0.0%
Total Expenditures	2.2%	0.6%	0.5%	-0.3%	1.2%
Operating Income / (Loss)	-839.4%	8.5%	48.6%	136.0%	-157.3%
Other Financing Sources/Uses					
Transfers In	0.0%	1.0%	1.0%	1.0%	1.0%
Transfers Out	-66.3%	2.5%	1.7%	1.6%	1.6%
Net Operating Transfers	74.1%	1.0%	-2.0%	-1.9%	-1.9%
Change in Fund Balance	-50.1%	7.3%	40.5%	98.3%	2403.1%
Other Reserve Changes	13.7%	1.6%	-1.2%	-100.0%	0.0%

FORECAST ASSUMPTIONS AND DISCUSSION

Economic Environment

The US continues a historically slow, but steady, recovery from the 2007-2009 Recession. This Recession marked the most severe US economic contraction since the Great Depression. To this day, the average US household continues to experience the aftershocks of a debt-fueled expansion in asset prices and employment opportunities, rapidly followed by an implosion of housing prices, low employment, and upheaval in global credit markets.

Many economists believe that Federal bail-outs and spending programs, along with monetary intervention by the Federal Reserve, spurred the end of the Recession in June 2009. Since then, the US and California economies have continued on a slow path to recovery. The California Legislative Analyst's Office (the LAO) projects that personal income levels, reductions in unemployment rates, and housing starts will improve then level off through 2018.

California unemployment rates continue to improve. According to the LAO, the unemployment rate in California is expected to decrease from 9.0% in 2013 to 6.7% in 2018. While these unemployment rates do not approach the low levels of 4.7% in 2001, this projection is a significant reduction from the unemployment rate of 12.4% in October of 2010. Recent housing market activity is another bright spot in the economic recovery. In May, real estate information company, Data-quick, reported that Solano County median home prices were up an average of 36% in April year-over-year comparisons. The City of Benicia reported an 18.3% percent gain in median housing prices, from \$300,000 to \$355,000. On the cautionary side, future housing values are difficult to project due to the effects of inventory levels, credit availability, personal income and employment growth, and interest rates – which are currently near historic lows.

These positive trends in growth are dampened by global economic weakness and continued weakness in California's manufacturing and government sectors. These "worries" are not taken lightly in view of the unconventional monetary policies employed by the Federal Reserve since the start of the Recession and the significant increase in government debt levels in the United States.

In today's environment where the California Department of Finance and the LAO publish conflicting revenue projections, it is difficult to make predictions about the future. Overall, the General Fund Forecast has been prepared with a cautiously optimistic view in revenue areas and with the assumption of sustained cost-containment, where practicable, in the expenditure areas.

Note Regarding Forecast

The General Fund Forecast is a static-based projection formulated through the use of a series of assumptions regarding the economic environment, recent trends in Benicia operating data, and in some instances, estimated information about known future events. The City of Benicia utilizes consultants to estimate property and sales tax revenues. Other than the property and sales tax revenues, projection assumptions are prepared by City staff. As a forecast, this document is intended to serve as a general policy discussion guide regarding possible future operating results.

Sources: Bls.gov; lao.gov; imf.org; beaonecon.com

REVENUES

Property Tax

Property tax receipts of \$11.8M are estimated for FY2012-13, which represents a decrease of 10% from peak levels of \$13.1M in FY2008-09. Unlike many other jurisdictions in the Bay Area, Solano County property values declined approximately 3% during FY2012-13. Initial property assessments for FY2013-14 are encouraging; however, the County has a significant backlog of property tax appeals which will continue to dampen overall revenue receipts and allocations. Additionally, between FY2007-08 and FY2011-12, approximately 46% of the City's residential properties were assessed below Prop 13 trend lines. These properties are classified as "Prop 8" properties and do not receive automatic price index increases, but rather, will be assessed value based upon the County Assessor's analysis of each similar property area.

Overall, in FY2013-14, receipts are expected to increase to \$12.0M (2%), primarily due to the California Consumer Price Index (CCPI) increase (2%) and estimated recovery in Prop 8 property values; these increases are offset by reductions due to "prior" appeal settlements.

In FY2014-15 receipts are expected to increase to \$12.3M (2.3%). This estimate utilizes the same percentage increases as FY2013-14, but assumes a reduction in the amount of prior appeal settlements.

In FY2015-16 through FY2017-18, the revenue projections are 2.0% to 2.3% each year, reflecting consistent CCPI increases and also, indirectly, assuming the City does not incur any significant housing or commercial property development through FY2017-18. Broadly, the projections assume property tax receipts will be restored to FY2008-09 peak levels by FY2017-18.

Sales Tax

Sales tax category includes General Sales Tax and Proposition 172 Sales Tax. Overall, FY2012-13 collections are estimated at \$6.6M. This estimate (including one-time adjustments) reflects significant improvements from the mid-year estimate, primarily due to reductions of negative one-time adjustments. Base sales tax estimates declined over the prior year (-1.5%), however total revenue increased due to differences in County advances and true-up payments.

In FY2013-14 estimated sales tax collections decrease to \$6.2M (-6.0%). Total point-of-sale revenues are estimated to decline -2.4%. However, the year-over-year decrease of -6.0% is due to differences in County advances and true-up payments compared to the prior year. This projection (including one-time adjustments) reflects improvements in the consumer goods category offset by reductions in the fuel/service and building categories.

In FY2014-15 estimated sales tax collections increase to \$6.5M (4.7%). This projection assumes sales activity increases ranging from 2.0% to 5.5% in all industry categories; and, reflects fairly optimistic economic activity.

In FY2015-16 through FY2017-18, the revenue projections are somewhat optimistic at 3.5% each year. This reflects an overall projection that City sales revenues will continue to improve, notably in the business/industry and building construction categories.

Utility Users Tax

The City charges a 4% utility users' tax (UUT) on electricity and gas to all users other than the corporation providing the utility; and, a 3.5% rate on communication services. Approximately 55% of all UUT is generated from Valero Refining Company.

In FY2012-13 estimated UUT is \$4.9M which is a decline over the prior year, reflecting continued weakness in gas and electricity prices, and as a function of certain payment agreements described below.

In FY2013-14 estimated UUT is \$4.6M (-6.6%) and in FY2014-15, estimated UUT is \$4.3M (-6.6%). In each year, this represents a decline of \$0.3M from the previous year. Estimated declines are primarily due to the Valero UUT payment agreement, which is based on the five-year average amount of annual billed utilities. In the past five years, wholesale gas prices fluctuated from an average high of \$9.17/BTU in FY2008, to an average low of \$3.76/BTU in FY2011-12. As the City, "rolls off" the high-year averages, the UUT payments drop significantly. In addition, consumption volume has reduced over the five-year period due to utilization and efficiency methods employed by the company.

In FY2015-16 through FY2017-18, estimated revenue projections reflect 2.0% annual increases. This assumes gas and energy prices continue recent trends. However, refinery production, US oil extraction and emissions policies, western US demand, and commodities prices significantly impact this revenue source.

Other Taxes

Other taxes consist of business license, transient occupancy, and real estate transfer taxes. In FY2012-13, estimated other tax collections are \$0.9M reflecting an improving local economy with increased activity in business license renewals and transient occupancy remittances.

In FY2013-14 through FY2017-18, other taxes are assumed to remain somewhat flat at \$0.9M for all years.

Revenue from Other Agencies

Revenue from other agencies primarily consists of property tax in lieu of vehicle license fees, and the Solano County Public Private Emergency Medical Services Partnership (EMS) reimbursements.

Property tax in lieu accounts for approximately 90% of the total revenue from other agencies. This revenue source increases or decreases each year in proportion to the City's property tax assessments. In FY2012-13, estimated revenue from other sources is \$2.0M reflecting continued declines in property tax assessments.

In FY2013-14 estimated revenue from other agencies is \$2.04M (1.8%) reflecting increased property assessments, and stable EMS fee reimbursements.

In FY2014-15 through FY2017-18, estimated revenue from other agencies reflect 2.0% annual increases. This assumes EMS fee reimbursement remains stable and assessed valuations continue to increase.

Franchise Fees

The City enters into franchise agreements for electricity, waste, and cable utility services. Franchise revenues for electricity have declined in recent years due to softening energy prices. This is not expected to continue and electricity rates are projected to increase by 2% and 4%, respectively over the next two years. In FY2010-11, the City entered into waste franchise agreements whereby the franchise fee percentage contractually increases from 8% in 2011 to a maximum of 10% in 2013. Increases in the waste franchise revenues more than offset the decrease in electricity franchise revenues.

In FY2012-13 estimated franchise fee revenues are \$1.6M reflecting contractual increases in waste fees offset by reductions in electricity fees.

In FY2013-14, estimated franchise fees increase to \$1.7M (4%) primarily due to contracted waste rate increases from 9% to 10%.

In FY2015-16 through FY2017-18, franchise fees are assumed to increase at a rate of 1.0% to 1.5% due to energy price increases partially offset by volume fluctuations, and due to no further contractual increases in the waste franchise percentage.

Charges for Current Services

Charges for services are comprised of fees charged for services primarily provided by the following departments: Public Works, Community Development, Library, Parks, Fire and Police. Unlike many California cities, the City does not aggressively pursue revenue opportunities for service fees. Over the years, this has resulted in increased cost burdens for many services provided to the citizens of Benicia. This revenue source has decreased over the years as construction activity and permit fees declined during the recession. Each respective department generally estimates these fees and it is possible these fees may be slightly understated as the local economy continues to show signs of improvement.

In FY2012-13 estimated charges for services are \$1.3M, an increase over prior year actual revenue. In FY2013-14, and FY2014-15 charges for services are projected to decrease -2.6% and increase 0.4%, respectively, from each of the previous years. Thereafter, revenues are projected to increase at 1.0% annually.

Other Revenues

Other revenues consist of Licenses and Permits, Fines and Forfeitures, Use of Money and Property, and Other Miscellaneous. Most of these revenue sources remain fairly stable with fluctuations primarily due to one-time receipts of miscellaneous revenues. This revenue primarily is estimated at approximately \$1.1M for all years forecasted.

EXPENDITURES

Salaries and Wages

In FY2012-13, estimated salaries and wages are \$15.2M. This reflects a minimal increase over the prior year and can be due to a variety of factors including changes in vacancies, overtime, step increases, and changes in temporary staff costs. As noted, the City implemented employee wage and benefits reductions totaling approximately 10% of previous wages and benefits. In addition, total City staffing has decreased from 235 positions to approximately 206 positions; this represents a 12% decrease in total funded positions. While, initially, such reductions were implemented with seemingly little impact on services; in truth, the reductions pose significant challenges for departments to continue high service levels and also improve or maintain operating and regulatory standards.

In FY2013-14 estimated salaries and wages are \$15.1M (-.6%). This slight decrease was achieved through cutting and/or freezing positions that had been filled, or were planned to be filled, in FY2013-14. These positions total \$0.8M in salary and benefit costs and are assumed to remain unfunded throughout the Forecast.

In FY2014-15 estimated salaries and wages are \$15.2M (.6%). This minor change primarily reflects scheduled step increases.

In FY2015-16 through FY2017-18, total salaries are projected to increase approximately 0.5% annually. It is crucial to note *this rate is not an assumption regarding expected inflationary pressure on wages*. Instead, it reflects the employee salary cost stabilization forecasted in order to maintain the minimum Emergency Reserve of 10%. It is challenging to assume that, at the current number of funded positions, the City could maintain these low projected increases.

Health and Other Benefits

In FY2012-13, estimated health and other benefits are \$2.45M, reflecting no increase over prior year costs. This is due to 2013 bargaining agreements whereby employee groups agreed to overall 10% reductions in total wages and benefits. As a part of negotiated reductions, City contributions toward various employee health plan costs are currently capped at fixed amounts with employees covering the future cost increases.

In FY2013-14, estimated health and other benefits are \$2.6M (6%). This is due to a variety of factors such as changes in coverage type (i.e. family versus single) and life insurance rates.

In FY2014-15 through FY2017-18, total health and other benefits are assumed to maintain capped cost levels. As noted above, *this rate is not an assumption regarding expected inflationary pressure on health and benefits*. The no-growth assumption is a forecast of cost containment needed to maintain emergency reserves. As with salary and wages, this is a challenging assumption. City employees may change type of coverage, rates for dental, vision, and life insurance will likely rise over the next five years. Also, the City may incur some costs under the Affordable Care Act.

RETIREMENT COSTS

There are two major components to total retirement costs:

- 1) CalPERS rates set by, and paid to, the Cal PERS retirement system each year; and,
- 2) City Pension Obligation Bond Debt Service payments charged to departments through internal service fund charges (PERS POB).

CalPERS

CalPERS contribution rates have steadily increased in recent years, and are expected to rise dramatically over the next seven years due to concerted efforts by the CalPERS Board to “ensure that the pension fund is sustainable over multiple generations.” In March 2012, PERS lowered the investment return discount rate from 7.75% to 7.5%. In April 2013, PERS adopted new policies aimed at attaining fully-funded status in 30 years. These policy changes are effective in FY2015-16, and have a five-year ramp-up period.

Preliminary conservative estimates of increased costs as result of the CalPERS action escalate from \$0.29M in FY2015-16 to \$0.86M in FY2017-18, totaling approximately \$1.7M over three years. These costs will escalate at higher rates in the last two years of the ramp-up period. Please note, these estimates are based upon preliminary guidance received from CalPERS, and *contain various assumptions that may vary significantly from actual results*. The City will receive further CalPERS guidance in the fall of 2013.

Additionally, CalPERS intends to make final recommendations regarding mortality assumptions and the investment return discount rate. Each of these two assumption changes could result in rate increases between 2% to 4%, over time. These changes have not been forecasted.

PERS rates budgeted in FY2013-14 and FY2014-15 are obtained from CalPERS annual notifications disclosing the City's actual FY2013-14 rates and the estimated FY2014-15 rates.

In FY2012-13 estimated PERS payments are \$2.5M reflecting a mix of increased rates and reduced wages subject to PERS.

In FY2013-14 estimated PERS costs reflect a minor increase to \$2.6M (2.8%). In FY2014-15 estimated PERS costs increase to \$2.8M (8.3%). Thereafter, rates are expected to increase approximately 8% to 10% annually.

City POB

Since the issuance of the Pension Obligation Bonds in FY2005-06, the City surcharges employee retirement rates at a level sufficient to cover the underlying debt interest and principal payments. Annual sinking fund payments are due each August, and City practice is to ensure the full sinking fund payment is available at the end of each fiscal year preceding the August sinking fund payment. Between FY2006-17 and FY2016-17, total debt service payments range from approximately \$0.8M to \$1.6M.

During the Forecast period, the underlying debt costs are peaking at the highest levels and will decline approximately \$1.0M annually in FY2017-18. It is assumed that the savings achieved through the reduced debt burden will be

utilized to fund the PERS rate increases discussed above. Estimates in the Forecast have been “smoothed” for the full ramp-up period (through FY2019-20). Assuming the Forecast estimates approximate the final CalPERS guidance, this represents a significant accomplishment in planning for the payment of these costs.

In FY2012-13 estimated POB costs are \$1.1M reflecting the approximate costs incurred in previous years.

In FY2013-14 and FY2014-15, estimated POB costs are \$1.36M (25.6%) reflecting increased underlying debt payments and to fully restore sinking fund balances.

In FY2015-16 through FY2017-18, estimated POB costs decrease to reflect utilization of internal service fund reserves (for funding increased PERS payments) and to reflect a decrease in the underlying debt payment in FY2017-18. This debt savings as well as the cash available in the internal service fund will buffer CalPERS rate increases.

SERVICES AND SUPPLIES

Services and Supplies primarily consist of operating costs including contract services, computer software costs, supplies, maintenance, training, regulatory fees, and liability insurance costs. The City has implemented cost-saving measures intended to hold total services and supplies costs at flat to low growth rates, and this intention is reflected in the low growth assumptions of 1% in the FY2015-16 through FY2017-18 forecast years. However, as inflationary cost pressure increases for services and supplies, this scenario will likely be difficult to attain.

In FY2012-13, estimated services and supplies are \$6.1M, reflecting increases over the previous year. Staff is projecting that additional savings may be realized from unexpended project budgets; however, these projects likely will be carried over and spent the next fiscal year.

In FY2013-14, estimated services and supplies are \$6.25M (2.6%). This increase is primarily due to estimated support costs for the ONESolutions software implementation including process improvements to increase reporting efficiency and use of the new software.

In FY2014-15, estimated services and supplies are \$6.0M (-3.9%). This estimate assumes the ONESolutions system is implemented and operational during this fiscal year and that no other major operating requests, including property liability insurance and site clean-up costs, are incurred beyond departmental requests.

As stated, the City uses “no-growth” or “required-only” strategies to budget operating costs. These figures assume departments spend at 100% of budgeted capacity. Typically, departments, collectively, may only spend 98% to 99% of budgeted costs. However, as the City continues to implement minimal operating cost strategies, departments will be under increasing pressure to request appropriations for costs that can no longer be avoided.

Community Programs

Community program costs include City grants and contributions for economic development programs, Human Services, and the Arts and Cultural Commission. In FY2012-13 estimated community programs are \$0.49M, primarily the same as previous category costs.

In FY2013-14, estimated community programs are \$0.46M (-6.3%) reflecting a slight reallocation in economic development costs. In FY2014-15 estimated community programs are \$0.46M (0.9%) reflecting continued commitment to community programs.

In FY2015-16 through FY2017-18, projected cost increases are zero.

Water Discount

The City water discount consists of a City program to provide reduced utility charges to qualified customers. Estimates are based upon prior studies of customer usage, and are expected to decline as new limits are phased-in over time.

Internal Service Charges

Internal Service Fund (ISF) charges include internal cost allocations for workers' compensation, fleet maintenance operations, vehicle and equipment replacement, and facilities maintenance and remodeling projects.

Recently, the City has not fully funded programs, and also has utilized Internal Service Fund reserves in an effort to maintain General Fund reserves. Rate increases implemented in the Forecast do not fully fund these programs over the budget cycle, let alone restore reserves to practical levels. This is especially true in the workers' compensation and vehicle replacement funds. Vehicle replacement reserves have been under-funded for some time, and, although this does not lead to "deficits", over time it will require that the City access capital markets for funding large vehicle purchases. Future high leasing rates could make this a difficult proposition.

Since 2008, Workers' Compensation fund reserve liabilities have almost doubled. This is due to various cost factors, such as: temporary benefit increases, changes in reserve calculation methods, Medicare involvement in claims settlements, and increased severity of new injuries. Also, SB863 became effective January 2013. This bill makes wide-ranging changes to California's workers' compensation system, including significant increases in payments to injured workers. During FY2013-14, the City intends to study these issues, and make recommendations, related to ISF funding levels.

In FY2012-13 estimated ISF charges are \$1.5M, reflecting an increase over the previous year across most ISF funds. The largest increase was in the workers' compensation charges.

In FY2013-14 estimated ISF charges are \$1.6M (8.3%), and in FY2014-15 estimated charges are \$1.7M (6.3%), reflecting across the board increases in all internal rates.

In FY2015-16 through FY2017-18, estimated charges increase at a rate of approximately 4.0%. These rates may change significantly once the studies referenced above are completed.

Debt Service Payments

Debt service payments consist of lease payments on police station and storm water improvements, and repayments of an inter-fund advance.

In FY2015-16, the inter-fund advance will be fully re-paid.

Transfers

Operating transfers in consist of administrative cost reimbursements from Utility Enterprise Funds. Operating transfers out consist of payments for estimated operating deficits in the Marina Enterprise Fund (\$0.19M), Youth Activities Coalition (\$0.035M), and Library programs (\$0.074M). Intra-fund transfers to Assigned programs within the General Fund are treated as Community Programs expenditures in this Forecast.

In FY2012-13, estimated transfers out differs significantly from the 2013 Amended Budget. The difference of \$0.6M reflects the estimated operating transfer required to fund the Transit Fund deficit. While staff expects some additional due diligence to ensure all payments have been received from Solano County, this fund has been inactive for some time and the operations transferred to a Joint Powers Authority, therefore, the deficit must be funded, and the fund must be closed.

Fund Balance

The Projected Fund Balance reflected in the Forecast consists of the estimated Emergency and Contingency Reserves only. Other reportable General Fund balances including certain restricted accounts, encumbrances, and other Council assigned balances are not included for Forecast purposes.

GENERAL FUND

GENERAL FUND OVERVIEW

The General Fund is the primary operating fund of the City. The fund accounts for all revenues, expenditures, transfers, and other activity not accounted for in other City funds.

As noted in the attached General Fund Forecast the City continues to experience flattening or declining revenues coupled with rising employee retirement benefit costs. In the past, these challenges were met through employee contract negotiations, cost-containment measures, inter-fund loans, and drawdowns of reserve balances. Despite these measures, budgeted General Fund reserves will fall below the key levels set in the City's Reserve Policy. City management intends to work with the Council in the ensuing months to discuss budget stabilization measures to restore fund reserves, eliminate operating deficits, and deliver services efficiently and effectively to the citizens of Benicia.

The following section discusses the major General Fund revenues and expenditures. For a detail analysis for General Fund Proposed Budget revenues and expenditures, refer to the General Fund Forecast.

REVENUES

PROPERTY TAX

The property tax is an ad valorem tax imposed on real and tangible personal property. Beginning in 1978, Article XIII A of the California Constitution (Proposition 13), limits the tax to 1% of assessed value, excluding certain voter-approved rates to finance general obligation bonds. In general, the assessed value of property is based upon the 1975 value with subsequent increases annually limited to the California Consumer Price Index. This annual increase is further capped at a maximum allowable limit of 2% per year. Property which changes ownership, substantial property alterations, newly-constructed property, and personal property are assessed at the full market value in the first year, and subject to the two percent cap, thereafter.

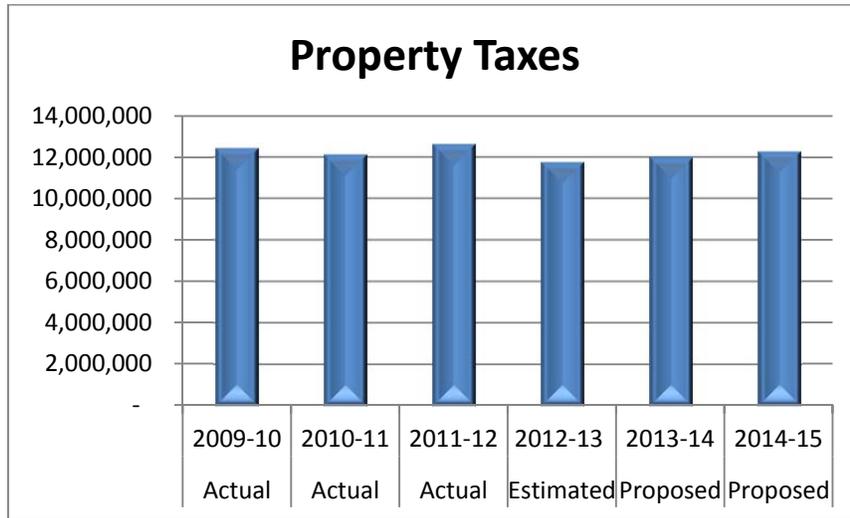
In 1978, voters approved Proposition 8, whereby a temporary reduction in assessed value is allowed a "decline-in-value". If it is agreed that the market value of a property is lower than the value on the January 01 lien date, the property is granted a temporary decline in assessment value. This decline is in effect until the County Assessor determines that the market value of the property is once again equal to the assessed value allowed under Proposition 13. As of 2012, 45.9% of Benicia's single family residential parcels were considered "Prop 8" properties.

In 1979, the State legislature enacted Assembly Bill 8 to establish a permanent method for allocating the 1% property tax among cities, counties, schools, and special districts based on their historic share of property tax. This bill was intended to mitigate the effects of revenues lost after the passage of Prop 13 and, in effect, shifted property taxes away from school districts to local agencies; the State backfilled school payments with general operating subsidies.

As the State budget came under pressure in the early 1990's, and again in 2004-2006, the State established the Educational Revenue Augmentation Fund (the ERAF shift) whereby property taxes were shifted away from cities, counties, and special districts and utilized to fund State school education costs.

GENERAL FUND OVERVIEW

Given these varied limits, allowances, allocations, and shifts, it is difficult to estimate actual property tax receipts, even once the assessed valuation is disclosed, until all county allocations are prepared and given to the City.



The City has experienced declining revenues, with a significant relief in FY2010-12 due to the Valero Improvement Project. Property tax revenue is estimated to reach the low point in FY2012-13, and rise 2% or greater, thereafter.

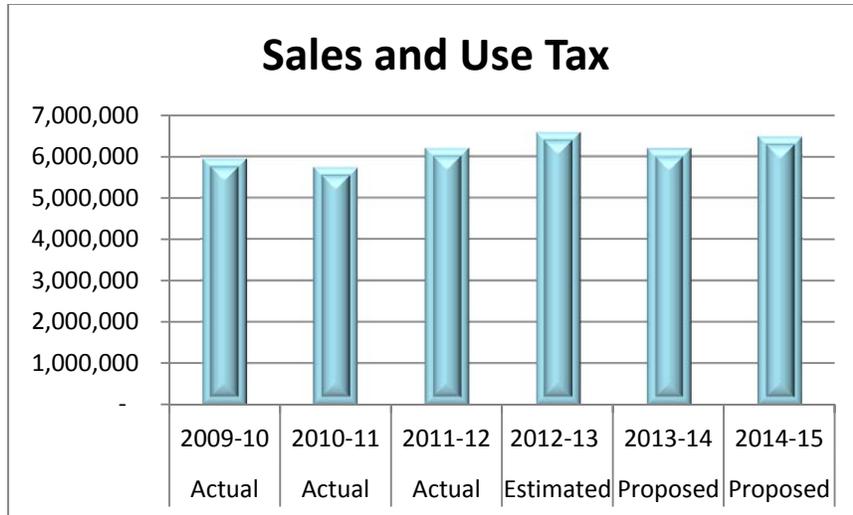
SALES AND USE TAX

The Sales Tax is an excise tax imposed on retailers upon the sale of defined tangible personal property. The Use Tax is an excise tax imposed on a person for the storage, use, or consumption of tangible personal property purchased from a retailer. Sales and use tax apply to all persons regardless of income level. Major items are exempt from the tax code, such as services, groceries, housing, and medicine.

In total, the City receives 1% of eligible point-of-sale transactions within its jurisdiction. In 2004, as a result of Proposition 57, 0.25% has been temporarily suspended and replaced dollar-for-dollar with property tax revenue. This temporary action is commonly referred to the “Triple Flip”. This amount is based on local taxable sales a year in arrears. A small portion of the tax allocation includes a pro-rata share of taxes that are “pooled” at the state and county level.

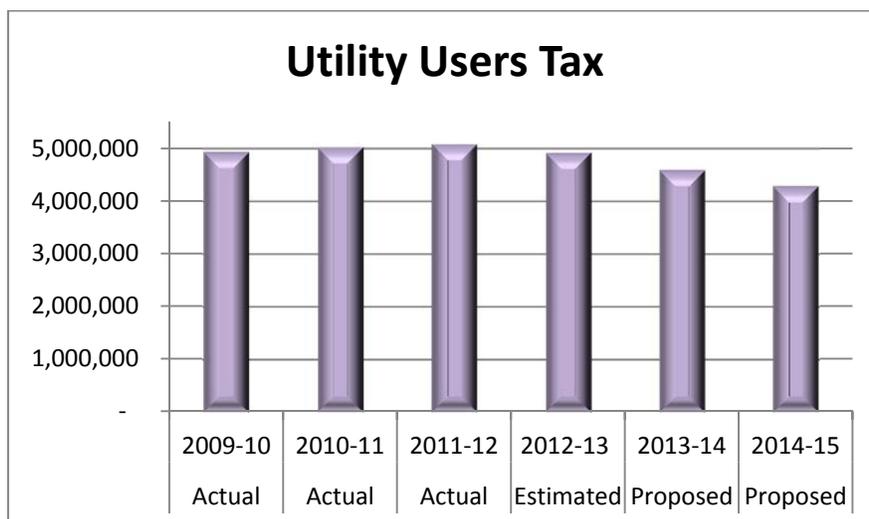
The City has a high concentration of specialized industry groups. Typically, approximately 70% of total revenue is concentrated in the fuel and service stations, and business and industry categories. As shown below, in FY2012-13 estimated receipts reflect the highest in some years. The decline reflected in FY2013-14 is primarily due to an estimated decrease of 1.5% in year-over-year gross sales, as well as, differences in year-over-year true-up payments and estimated County tax fund allocations (SUTCF).

GENERAL FUND OVERVIEW



UTILITY USERS TAX

The Utility Users tax was first imposed in 1989 at a rate of 4% and is charged to all users of a given (gas, electricity, telephone, and cable) utility other than the corporation providing the utility. In 2007, the voters approved Measure S and consolidated cable and telephone into the Communications Tax, charged at 3.5%. In 2006, Valero negotiated a 10-year agreement whereby the company pays the 4% rate based on a rolling 5-year average. Natural gas prices rose, and then dropped, precipitously in the last five years, and as the high prices “drop off” the rolling averages, the City has continued to experience declining UUT revenues.



GENERAL FUND OVERVIEW

FRANCHISE FEES

The City receives franchise fees from four enterprises operating in the community. Allied Waste Industries operates the garbage franchise through an agreement negotiated in FY2011. This agreement, including an escalating rate clause whereby the franchise rate rose from 8% in 2011, is capped at 10% beginning in FY2013-14 for the term of the agreement.

Pacific Gas and Electric (PG&E) operates the gas and electric franchise and transports gas and electricity from several wholesalers. The tax is 2% of gross receipts and revenue decreased significantly from prior years. Due to mandated surcharges on wholesale gas prices, this revenue source is difficult to project, especially as wholesale spot-market prices delivered by PG&E determine the amount of contract wholesale prices.

Comcast Cable operates under the State Digital Infrastructure and Video Conferencing Act (DIVCA) of 2006. The City receives franchise fees equal to 5% of the gross cable revenues for use of the public right-of-way and provides the PEG-access channels on its cable system.

Kinder-Morgan operates a pipeline franchise based upon volume passing through the system yielding approximately \$8,000 annually.

OTHER STATE AND LOCAL TAXES

Other State and Local taxes consists of business license, transient occupancy, and real estate transfer taxes. The City business license tax is based on gross income and number of employees in three categories.

The City charges an occupancy tax of 9% for hotel/motel room stays of 30 days or less. Revenue growth depends on the number of rooms, level of occupancy, and average room rates.

Transfer of real property is subject to a tax of \$.011 per \$1000 of sales price. This is relatively volatile and strongly affected by the local real estate market and rate of new construction.

REVENUES FROM OTHER SOURCES

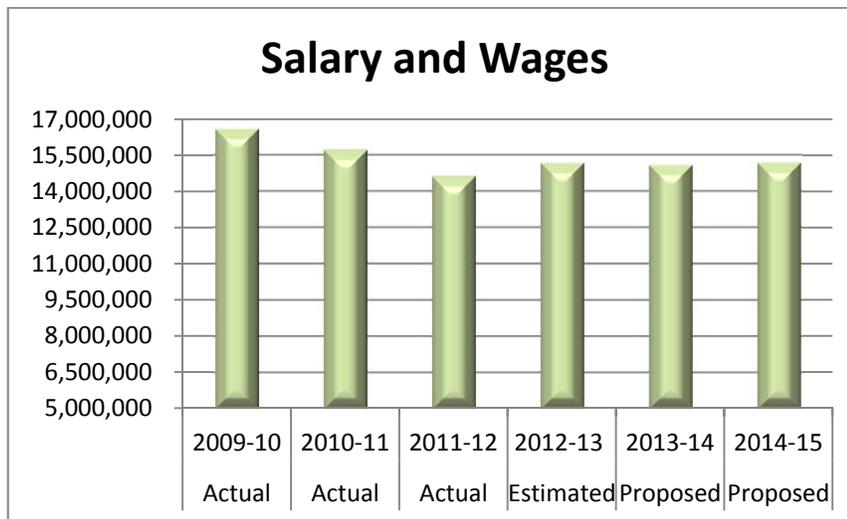
Revenue from Other Sources primarily consists of State "property tax in-lieu" of motor vehicle license fees. In 2005, the fees were reduced from 2% to 0.65%. The State replaced this fee loss with a like amount of property tax revenue. The revenue is adjusted up or down, based upon change in assessed valuation.

EXPENDITURES

SALARY AND BENEFITS

Salary and Benefits are approximately \$21.6M and \$21.9M for FY2013-14 and FY2014-15, respectively. This amount comprises approximately 70% of total operating expenses. The Proposed Budget does not assume employee salary increases, other than mandated step increases, and health benefit costs are level due to negotiated cost caps.

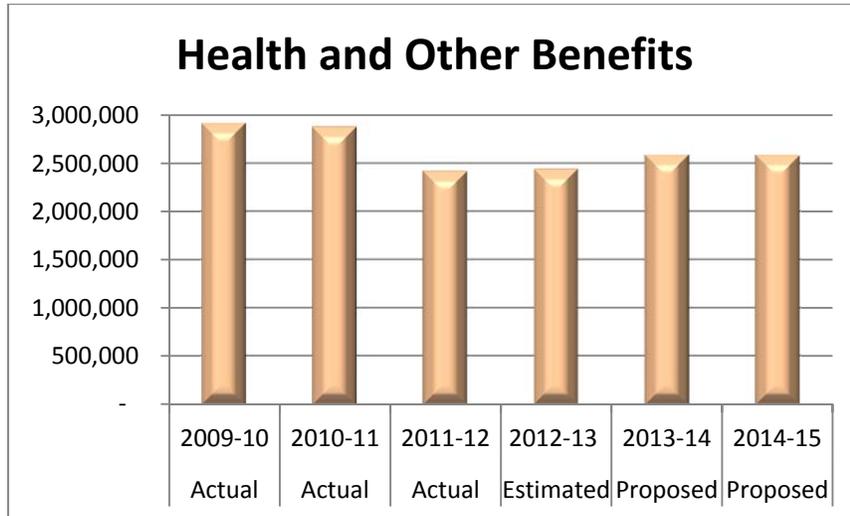
Since 2009, the City implemented significant salary and benefit reductions. In 2010, the City reduced overall employee compensation by approximately 3.16%, and, again, in 2011 the City bargained with groups for another 6.86% total compensation reduction. Additionally, the City responded with aggressively eliminating funding for certain vacant employee positions. Of the 232 authorized positions, approximately 27 have been not funded over the two-year budget period.



As shown in the chart above, salaries have decreased significantly from approximately \$16.6M in FY2009-10 to a low of \$14.6M in FY2011-12. Salaries grew slightly as various departments incurred overtime, filled previous vacant positions, and increased some temporary wage costs in FY2012-13. Salary costs are stabilized at approximately \$15.2M.

Despite an era of rising prices, the City has maintained health and other benefits costs at an average of approximately 17% of total payroll. Total costs have decreased from approximately \$2.9M to approximately \$2.6M, as shown in the chart below:

GENERAL FUND OVERVIEW



However, an employee may change the type of coverage (single, family, etc.) and this would change the overall city cost. Future health care cost increases will be absorbed by City employees.

Retirement contributions continue to be the largest cost-containment challenge facing the City today. As described in the General Fund Forecast, recent changes in PERS funding policies are projected to increase total PERS costs approximately 35% to 50%, over a five-year period from FY2015-16 to FY2019-20. Budgeted PERS costs total approximately \$2.6M and \$2.8M in FY2013-14 and FY2014-15, respectively.

NON-DEPARTMENTAL EXPENSES

Non-departmental appropriations include expenses that are not directly related to the operation of a particular department, such as debt service, property tax administration, insurance, certain capital outlay, and certain contracts considered “city-wide”.

FUND BALANCE AND RESERVES

Total General Fund Balance as presented in the accompanying Proposed Budget, includes all reserves, non-spendable, restricted, committed, and assigned balances.

The City often publishes information, including in the Forecast, disclosing only the portion of total fund balance that is considered to constitute “Reserves” in relation to the City’s Budget and Fiscal Policy (Policy). This Policy requires the City to strive to maintain a goal of 20% of annual Adopted General Fund operating revenues. If reserve levels fall below the 20% threshold, City management is required to present a plan for replenishing the reserve to the Council. Of the total FY2013-14 ending General Fund Balance of \$7.2M, approximately \$4.69M relates to Policy reserves. Of the total FY2014-15 ending General Fund Balance of \$4.98M, approximately \$3.62M relates to Policy reserves.

GENERAL FUND OVERVIEW

As disclosed in the Forecast, the City is no longer maintaining a 20% reserve, and the City will present a plan to the Council in the ensuing months. Until a sustainable budget plan is implemented, Council has agreed to utilize fund reserves with the goal of keeping overall reserves at 15%. This means the City intends to identify approximately \$900,000 of additional revenues, surplus budgeted funds, or reduced expenditures during the two-year period.

ASSIGNED GENERAL FUNDS

In an effort to increase clarity and ease of comparison between the City's audited financial statements and the Operating Budget, the General Fund budget includes fund activity determined to be "General Fund Assigned". Assigned activity, as defined by GASB 54, is activity constrained by the Council's intent to be used for a specific purpose. Intent is expressed by the Council or its designee and may be changed at the discretion of the Council or its designee.

Fund Activity is as follows:

Art and Culture – This activity accounts for donation and city-funded programs of the Arts & Cultural Commission. This activity includes donations received and restricted to the program and general City subsidies.

Cable PEG – This activity accounts for PEG cable fees, restricted to public access programming. The City spends fees each year on public access programs, and the balance in the account is related to transfers from the Capital License fund.

Capital License – This activity accounts for a local construction fee, and more appropriately, belongs in the general operating fund of the City. The fee is relatively minor, and does not constitute a "major" capital project fund.

Economic Activities – This activity accounts for Council-designated action to "de-program" funds set aside for a future Intermodal Station, and use the monies to enhance local economic growth. Future revenues collected from directly-related activities will be used to re-establish an Intermodal fund.

Human Services - This activity accounts for donation and city-funded programs of the Human Services Board. This activity includes donations received and restricted to the program and general City subsidies. This activity does not include the Board's Endowment program.

Library Book Fee – This activity accounts for a city book fee, and more appropriately, belongs in the general operating fund of the City. The fee activity is minor.

CITY OF BENICIA
FY 2013-2014 GENERAL FUND BUDGET

Divisions	General Fund Operating	ASSIGNED							TOTAL GENERAL FUND
		Arts and Culture F222	CATV F84	Capital License F46	Economic Activities F226	Human Services F21	Library Fees F33	Sub-total General Assigned	
Revenues									
Property Tax	12,028,100	-	-	-	-	-	-	-	12,028,100
Sales Tax	6,205,000	-	-	-	-	-	-	-	6,205,000
Utility Users Tax	4,595,000	-	-	-	-	-	-	-	4,595,000
Franchise Fees	1,710,600	-	17,000	-	-	-	-	17,000	1,727,600
Other State and Local Taxes	910,000	-	-	-	-	-	-	-	910,000
Licenses and Permits	386,000	-	-	-	-	-	-	-	386,000
Fines and Forfeitures	101,000	-	-	-	-	-	-	-	101,000
Use of Money and Property	360,000	-	200	900	-	-	-	1,100	361,100
Revenue from Other Agencies	2,048,000	42,000	-	-	-	-	-	42,000	2,090,000
Charges for Current Services	1,308,160	-	-	5,000	-	-	1,800	6,800	1,314,960
Other Miscellaneous	301,440	2,000	-	-	-	24,500	-	26,500	327,940
Total Revenues	29,953,300	44,000	17,200	5,900	-	24,500	1,800	93,400	30,046,700
Expenditures									
City Council	79,900	-	-	-	-	-	-	-	79,900
City Attorney	558,470	-	-	-	-	-	-	-	558,470
City Clerk	90,120	-	20,000	-	-	-	-	20,000	110,120
City Treasurer	106,880	-	-	-	-	-	-	-	106,880
City Manager	1,976,980	-	-	-	14,620	177,335	-	191,955	2,168,935
Finance	773,740	-	-	-	-	-	-	-	773,740
Community Development	852,075	-	-	-	-	-	-	-	852,075
Library	1,135,375	105,045	-	-	-	-	1,800	106,845	1,242,220
Parks / Community Services	4,919,965	-	-	-	-	-	-	-	4,919,965
Public Works	1,419,605	-	-	-	-	-	-	-	1,419,605
Fire	6,588,445	-	-	-	-	-	-	-	6,588,445
Police	8,224,105	-	-	-	-	-	-	-	8,224,105
Non-Departmental									
Capital Projects	46,000	-	-	-	-	-	-	-	46,000
Debt Service	650,990	-	-	-	-	-	-	-	650,990
Insurance	750,200	-	-	-	-	-	-	-	750,200
Other Non-Departmental	2,766,105	-	-	-	-	-	-	-	2,766,105
Total Expenditures	30,938,955	105,045	20,000	-	14,620	177,335	1,800	318,800	31,257,755
Operating Income / (Loss)	(985,655)	(61,045)	(2,800)	5,900	(14,620)	(152,835)	-	(225,400)	(1,211,055)
Sources/Uses									
Transfers In	94,500	61,540	-	-	-	146,000	-	207,540	302,040
Transfers Out	(511,140)	-	-	-	-	-	-	-	(511,140)
Net Operating Transfers	(416,640)	61,540	-	-	-	146,000	-	207,540	(209,100)
Change in Fund Balance	(1,402,295)	495	(2,800)	5,900	(14,620)	(6,835)	-	(17,860)	(1,420,155)
Other Changes	249,040	-	-	-	-	-	-	-	249,040
Projected Fund Balance									
July 01, 2013 Balance	6,167,935	3,235	98,145	58,195	864,330	11,690	535	1,036,130	7,204,065
June 30, 2014 Balance	5,014,680	3,730	95,345	64,095	849,710	4,855	535	1,018,270	6,032,950

CITY OF BENICIA
FY 2014-2015 GENERAL FUND BUDGET

Divisions	General Fund Operating	ASSIGNED							TOTAL GENERAL FUND
		Arts and Culture F222	CATV F84	Capital License F46	Economic Activities F226	Human Services F21	Library Fees F33	Sub-total General Assigned	
Revenues									
Property Tax	12,306,200	-	-	-	-	-	-	-	12,306,200
Sales Tax	6,495,000	-	-	-	-	-	-	-	6,495,000
Utility Users Tax	4,290,000	-	-	-	-	-	-	-	4,290,000
Franchise Fees	1,735,600	-	17,000	-	-	-	-	17,000	1,752,600
Other State and Local Taxes	925,000	-	-	-	-	-	-	-	925,000
Licenses and Permits	386,000	-	-	-	-	-	-	-	386,000
Fines and Forfeitures	101,000	-	-	-	-	-	-	-	101,000
Use of Money and Property	365,000	-	200	900	-	-	-	1,100	366,100
Revenue from Other Agencies	2,088,000	-	-	-	-	-	-	-	2,088,000
Charges for Current Services	1,312,660	-	-	5,000	-	-	1,800	6,800	1,319,460
Other Miscellaneous	239,940	2,000	-	-	-	24,500	-	26,500	266,440
Total Revenues	30,244,400	2,000	17,200	5,900	-	24,500	1,800	51,400	30,295,800
Expenditures									
City Council	80,000	-	-	-	-	-	-	-	80,000
City Attorney	561,025	-	-	-	-	-	-	-	561,025
City Clerk	90,670	-	22,000	-	-	-	-	22,000	112,670
City Treasurer	107,650	-	-	-	-	-	-	-	107,650
City Manager	2,003,065	-	-	-	-	177,335	-	177,335	2,180,400
Finance	724,155	-	-	-	-	-	-	-	724,155
Community Development	866,785	-	-	-	-	-	-	-	866,785
Library	1,144,315	63,040	-	-	-	-	1,800	64,840	1,209,155
Parks / Community Services	5,001,975	-	-	-	-	-	-	-	5,001,975
Public Works	1,434,990	-	-	-	-	-	-	-	1,434,990
Fire	6,719,970	-	-	-	-	-	-	-	6,719,970
Police	8,385,405	-	-	-	-	-	-	-	8,385,405
Non-Departmental									
Capital Projects	100,000	-	-	-	-	-	-	-	100,000
Debt Service	650,990	-	-	-	-	-	-	-	650,990
Insurance	777,955	-	-	-	-	-	-	-	777,955
Other Non-Departmental	2,478,855	-	-	-	-	-	-	-	2,478,855
Total Expenditures	31,127,805	63,040	22,000	-	-	177,335	1,800	264,175	31,391,980
Operating Income / (Loss)	(883,405)	(61,040)	(4,800)	5,900	-	(152,835)	-	(212,775)	(1,096,180)
Other Financing Sources/Uses									
Transfers In	94,500	61,540	-	-	-	147,980	-	209,520	304,020
Transfers Out	(509,740)	-	-	-	-	-	-	-	(509,740)
Net Operating Transfers	(415,240)	61,540	-	-	-	147,980	-	209,520	(205,720)
Change in Fund Balance	(1,298,645)	500	(4,800)	5,900	-	(4,855)	-	(3,255)	(1,301,900)
Other Changes	252,805	-	-	-	-	-	-	-	252,805
Projected Fund Balance									
July 01, 2014 Balance	5,014,680	3,730	95,345	64,095	849,710	4,855	535	1,018,270	6,032,950
June 30, 2015 Balance	3,968,840	4,230	90,545	69,995	849,710	-	535	1,015,015	4,983,855

SPECIAL REVENUE FUNDS

SPECIAL REVENUE FUNDS OVERVIEW

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted or committed to expenditures for specified purposes, other than major capital projects or debt service. GASB 54 clarifies that the *proceeds of specific a revenue source*, whether legal or administrative, is the foundation for classification of a Special Revenue Fund.

Community Development Block Grant

The Community Development Block Grant Fund (CDBG) accounts for revolving loans from Federal housing rehabilitation grants. The loan program is regulated by Federal and State agencies whereby the City entered into a Reuse Plan for the funds. As in the past, there are excess funds available to loan which prevents the City from obtaining additional CDBG funds, and City management is currently working to bring the program into compliance with Federal and State requirements.

Community Services Program

The Community Services Program Fund accounts for two sub-fund activities:

Tree Maintenance Program - This program is funded through Valero VIP, and tree fees and fines utilized to provide funding for maintenance of existing trees and planting new trees.

Cemetery Improvements Program – This program is funded through cemetery burial fees utilized for cemetery road and landscape improvements, and burial vault purchases.

Human Services Endowment

The Human Services Endowment Fund accounts for the long-term endowment funds for specific program purposes of the City's Human Services Board. This program is generally funded through interest earnings and endowment donations. Note: General Fund support of the Human Services Board is budgeted and reported as "General Fund Assigned" activity.

Local Grants

The Local Grants Funds account for all other local grant activity not accounted for in separate funds. This includes activity for the California Integrated Waste Management programs for waste oil and beverage container recycling.

SP Depot

The SP Depot fund accounts for activity related to the Southern Pacific Depot building. The revenue earned from building lease and rental activity is committed for on-going repair and maintenance costs related to this historic transportation treasure.

SPECIAL REVENUE FUNDS OVERVIEW

State Gas Tax

The State Gas Tax Fund is required by State law to account for California State gasoline taxes. This tax is primarily distributed to cities based on population and proportion of registered vehicles. Gas tax funds must be spent on public street maintenance and capital expenditures.

Tourtlot Mitigation

The Tourtelot Mitigation Fund accounts for developer fees received from the Tourtelot project site. These funds are restricted for mitigation of various costs through 2025, including clean-up costs incurred through the State Department of Toxic Substances.

Valero GNSC

The Valero GNSC Fund accounts for proceeds from the Valero-Good Neighbor Steering Committee Agreement (the Agreement), whereby a total of \$14 million in settlement proceeds are allocated for various water and energy conservation programs and projects (\$10.6 million), and also other projects identified under the Agreement (\$3.4 million). Of the \$14 million total settlement, the allocated share for the City of Benicia is approximately \$6.8 million. Under the Agreement, the remaining balance of \$8.2 million is allocated to the Benicia Unified School District (\$1.9 million) and the Good Neighbor Steering Committee (\$5.3 million).

Library Programs

Library Programs consist of the following funds:

Measure B

The Measure B Fund accounts for a countywide retail transactions and use tax at the rate of 1/8 of one percent. This 1998 voter-approved tax is restricted for supplementing, continuing and expanding local library services in Solano County. This tax was set to expire in 2014; however, in June of 2012 the voters in Solano County overwhelmingly passed Measure L extending the tax for an additional sixteen years through 2030.

Library Programs

The Library Programs Funds account for programs funded through the Friends of the Benicia Public Library. The funds also include program activity related to funds remaining from the State Interlibrary Loan program, and also restricted fund raising and grant monies.

Literacy Programs

The Literacy Programs fund accounts for activity related to the Families for Literacy grant program, English as a Second Language (ESL), and Adult Literacy programs.

SPECIAL REVENUE FUNDS OVERVIEW

Landscape and Lighting Assessment Districts (LLAD)

The City maintains the five LLAD zones. Assessments collected account for salary and benefits costs, utility costs, and minor landscape improvement costs incurred in the maintenance of the Districts. The five assessment zones are more fully described in the Parks and Recreation Parks Division, and consist of: 1) Residential; 2) Fleet-side Industrial Park; 3) Goodyear Road; 4) East 2nd Street; and, 5) Columbus Parkway. Over the years, the expenses of the LLAD programs have begun to outpace assessment revenues. The Residential District is at risk of utilizing all fund reserves during the two-year budget period. Once fund reserves are fully utilized, the General Fund must transfer funds to cover any future operating deficits.

Public Safety Programs

Public Safety Programs consist of the following funds:

Asset Forfeiture

The Asset Forfeiture Fund accounts for assets seized and allocated to local jurisdictions following successful drug-related convictions. Such funds are restricted to law enforcement expenditures. Of the funds received, 15% are legally mandated for set-aside and programming at the County coalition level.

State Law Enforcement Grants

The State Law Enforcement Grants Fund primarily accounts for the State Citizens Option for Public Safety (COPS) Supplemental Law Enforcement Services grants. Grants received from this program are restricted to fund frontline municipal police services and may not be used to supplant any existing funding for law enforcement services. The fund also accounts for the Vest Program and other minor grants.

County Programs

The County Programs Fund accounts for Family Resource Center program, which provides information and referral services and oversees funding for basic emergency needs to families through the Solano Youth Connection Fund.

Restricted Grants

The Restricted Grants Fund accounts for two programs:

Alcohol, Tobacco, Other Drugs – Provides restricted program funds for a Youth Action Coalition Coordinator, Second Step program, compliancy checks, and parent education.

Youth Action Coalition – Provides General Fund program funds for crises intervention, Second Step, and other prevention programs aimed at reducing the rate of alcohol, tobacco, and drug use in the community.

CITY OF BENICIA

FY 2013-2014 SPECIAL REVENUE FUNDS BUDGET

Divisions	CDBG F24	Community Services F32	Human Services F21	Local Grants F81, F229	SP Depot F38	State Gas Tax F17	Tourtletot Mitigation F18	Valero GNCS F217	Library Programs	LLAD All Districts	Public Safety Programs	Total
Revenues												
Property Tax	-	-	-	-	-	-	-	-	720,000	427,660	-	1,147,660
Sales Tax	-	-	-	-	-	-	-	-	-	-	-	-
Utility Users Tax	-	-	-	-	-	-	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-	-	-	-	-	-	-
Other State and Local Taxes	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-	-	-	-	-	1,550	1,550
Use of Money and Property	-	2,000	2,000	100	4,500	4,000	3,500	5,000	3,900	3,240	1,600	29,840
Revenue from Other Agencies	-	-	-	15,000	-	755,820	-	-	21,530	-	273,550	1,065,900
Charges for Current Services	-	29,500	-	-	-	-	-	-	-	-	-	29,500
Other Miscellaneous	17,400	-	-	-	-	-	-	600,000	70,500	-	200	688,100
Total Revenues	17,400	31,500	2,000	15,100	4,500	759,820	3,500	605,000	815,930	430,900	276,900	2,962,550
Expenditures												
City Council	-	-	-	-	-	-	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-	-	-	-	-	-	-
City Clerk	-	-	-	-	-	-	-	-	-	-	-	-
City Treasurer	-	-	-	-	-	-	-	-	-	-	-	-
City Manager	-	-	-	-	-	-	-	425,000	-	-	-	425,000
Finance	-	-	-	-	-	-	-	-	-	-	-	-
Community Development	140,000	-	-	-	-	-	-	410,000	-	-	-	550,000
Library	-	-	-	-	-	-	-	-	1,036,725	-	-	1,036,725
Parks / Community Services	-	17,000	-	-	25,000	-	-	55,590	-	517,880	-	615,470
Public Works	-	-	-	21,195	-	491,320	-	-	-	-	-	512,515
Fire	-	-	-	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-	-	396,755	396,755
Non-Departmental												
Capital Projects	-	50,000	-	-	-	330,000	-	-	-	-	-	380,000
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Departmental	-	-	-	-	-	-	10,000	-	-	-	-	10,000
Total Expenditures	140,000	67,000	-	21,195	25,000	821,320	10,000	890,590	1,036,725	517,880	396,755	3,926,465
Operating Income / (Loss)	(122,600)	(35,500)	2,000	(6,095)	(20,500)	(61,500)	(6,500)	(285,590)	(220,795)	(86,980)	(119,855)	(963,915)
Other Financing Sources/Uses												
Transfers In	-	-	-	-	-	-	-	-	35,000	-	74,000	109,000
Transfers Out	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Transfers	-	-	-	-	-	-	-	-	35,000	-	74,000	109,000
Change in Fund Balance	(122,600)	(35,500)	2,000	(6,095)	(20,500)	(61,500)	(6,500)	(285,590)	(185,795)	(86,980)	(45,855)	(854,915)
Projected Fund Balance												
July 01, 2013 Balance	312,465	236,755	155,995	17,155	138,155	233,350	507,430	693,420	761,795	405,790	176,520	3,638,830
June 30, 2014 Balance	189,865	201,255	157,995	11,060	117,655	171,850	500,930	407,830	576,000	318,810	130,665	2,783,915

CITY OF BENICIA

FY 2013-2014 LIBRARY PROGRAMS BUDGET

Divisions	Measure B F83	Library Programs F87-88	Literacy Programs F89	Total
Revenues				
Property Tax	720,000	-	-	720,000
Sales Tax	-	-	-	-
Utility Users Tax	-	-	-	-
Franchise Fees	-	-	-	-
Other State and Local Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Fines and Forfeitures	-	-	-	-
Use of Money and Property	3,000	500	400	3,900
Revenue from Other Agencies	-	1,530	20,000	21,530
Charges for Current Services	-	-	-	-
Other Miscellaneous	-	62,500	8,000	70,500
Total Revenues	723,000	64,530	28,400	815,930
Expenditures				
City Council	-	-	-	-
City Attorney	-	-	-	-
City Clerk	-	-	-	-
City Treasurer	-	-	-	-
City Manager	-	-	-	-
Finance	-	-	-	-
Community Development	-	-	-	-
Library	846,495	129,200	61,030	1,036,725
Parks / Community Services	-	-	-	-
Public Works	-	-	-	-
Fire	-	-	-	-
Police	-	-	-	-
Non-Departmental				
Capital Projects	-	-	-	-
Debt Service	-	-	-	-
Insurance	-	-	-	-
Other Non-Departmental	-	-	-	-
Total Expenditures	846,495	129,200	61,030	1,036,725
Operating Income / (Loss)	(123,495)	(64,670)	(32,630)	(220,795)
Other Financing Sources/Uses				
Transfers In	-	-	35,000	35,000
Transfers Out	-	-	-	-
Net Operating Transfers	-	-	35,000	35,000
Change in Fund Balance	(123,495)	(64,670)	2,370	(185,795)
Projected Fund Balance				
July 01, 2013 Balance	491,075	151,625	119,095	761,795
June 30, 2014 Balance	367,580	86,955	121,465	576,000

CITY OF BENICIA

FY 2013-2014 LLAD BUDGET

Divisions	LLAD Residential F52	LLAD Fleetside F56	LLAD Columbus Pkwy F71	LLAD East Second F72	LLAD Goodyear F73	Total
Revenues						
Property Tax	299,885	79,975	15,800	28,000	4,000	427,660
Sales Tax	-	-	-	-	-	-
Utility Users Tax	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-
Other State and Local Taxes	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-
Use of Money and Property	500	1,210	900	275	355	3,240
Revenue from Other Agencies	-	-	-	-	-	-
Charges for Current Services	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-
Total Revenues	300,385	81,185	16,700	28,275	4,355	430,900
Expenditures						
City Council	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-
City Clerk	-	-	-	-	-	-
City Treasurer	-	-	-	-	-	-
City Manager	-	-	-	-	-	-
Finance	-	-	-	-	-	-
Community Development	-	-	-	-	-	-
Library	-	-	-	-	-	-
Parks / Community Services	336,295	115,205	25,025	34,090	7,265	517,880
Public Works	-	-	-	-	-	-
Fire	-	-	-	-	-	-
Police	-	-	-	-	-	-
Non-Departmental						
Capital Projects	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Other Non-Departmental	-	-	-	-	-	-
Total Expenditures	336,295	115,205	25,025	34,090	7,265	517,880
Operating Income / (Loss)	(35,910)	(34,020)	(8,325)	(5,815)	(2,910)	(86,980)
Other Financing Sources/Uses						
Transfers In	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Net Operating Transfers	-	-	-	-	-	-
Change in Fund Balance	(35,910)	(34,020)	(8,325)	(5,815)	(2,910)	(86,980)
Projected Fund Balance						
July 01, 2013 Balance	87,690	139,755	100,885	36,260	41,200	405,790
June 30, 2014 Balance	51,780	105,735	92,560	30,445	38,290	318,810

CITY OF BENICIA

FY 2013-2014 PUBLIC SAFETY PROGRAMS BUDGET

Divisions	Asset Forfeiture F28	State Law Enforcement Grants F36	County Programs F39	Restricted Grants F41	Total
Revenues					
Property Tax	-	-	-	-	-
Sales Tax	-	-	-	-	-
Utility Users Tax	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Other State and Local Taxes	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Fines and Forfeitures	1,550	-	-	-	1,550
Use of Money and Property	500	500	100	500	1,600
Revenue from Other Agencies	-	102,000	63,445	108,105	273,550
Charges for Current Services	-	-	-	-	-
Other Miscellaneous	-	-	200	-	200
Total Revenues	2,050	102,500	63,745	108,605	276,900
Expenditures					
City Council	-	-	-	-	-
City Attorney	-	-	-	-	-
City Clerk	-	-	-	-	-
City Treasurer	-	-	-	-	-
City Manager	-	-	-	-	-
Finance	-	-	-	-	-
Community Development	-	-	-	-	-
Library	-	-	-	-	-
Parks / Community Services	-	-	-	-	-
Public Works	-	-	-	-	-
Fire	-	-	-	-	-
Police	7,500	144,050	63,100	182,105	396,755
Non-Departmental					
Capital Projects	-	-	-	-	-
Debt Service	-	-	-	-	-
Insurance	-	-	-	-	-
Other Non-Departmental	-	-	-	-	-
Total Expenditures	7,500	144,050	63,100	182,105	396,755
Operating Income / (Loss)	(5,450)	(41,550)	645	(73,500)	(119,855)
Other Financing Sources/Uses					
Transfers In	-	-	-	74,000	74,000
Transfers Out	-	-	-	-	-
Net Operating Transfers	-	-	-	74,000	74,000
Change in Fund Balance	(5,450)	(41,550)	645	500	(45,855)
Projected Fund Balance					
July 01, 2013 Balance	30,580	104,665	26,035	15,240	176,520
June 30, 2014 Balance	25,130	63,115	26,680	15,740	130,665

CITY OF BENICIA

FY 2014-2015 SPECIAL REVENUE FUNDS BUDGET

Divisions	CDBG F24	Community Services F32	Human Services F21	Local Grants F81, F229	SP Depot F38	State Gas Tax F17	Tourtlot Mitigation F18	Valero GNSC F217	Library Programs	LLAD All Districts	Public Safety Programs	Total
Revenues												
Property Tax	-	-	-	-	-	-	-	-	740,000	427,660	-	1,167,660
Sales Tax	-	-	-	-	-	-	-	-	-	-	-	-
Utility Users Tax	-	-	-	-	-	-	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-	-	-	-	-	-	-
Other State and Local Taxes	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-	-	-	-	-	1,550	1,550
Use of Money and Property	-	2,000	2,000	100	4,000	4,000	3,500	5,000	3,900	3,240	1,600	29,340
Revenue from Other Agencies	-	-	-	7,500	-	755,820	-	-	20,000	-	273,110	1,056,430
Charges for Current Services	-	29,500	-	-	-	-	-	-	-	-	-	29,500
Other Miscellaneous	17,400	-	-	-	-	-	-	300,000	70,500	-	200	388,100
Total Revenues	17,400	31,500	2,000	7,600	4,000	759,820	3,500	305,000	834,400	430,900	276,460	2,672,580
Expenditures												
City Council	-	-	-	-	-	-	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-	-	-	-	-	-	-
City Clerk	-	-	-	-	-	-	-	-	-	-	-	-
City Treasurer	-	-	-	-	-	-	-	-	-	-	-	-
City Manager	-	-	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	-	-	-
Community Development	140,000	-	-	-	-	-	-	186,500	-	-	-	326,500
Library	-	-	-	-	-	-	-	-	1,028,445	-	-	1,028,445
Parks / Community Services	-	17,000	-	-	25,000	-	-	29,300	-	534,595	-	605,895
Public Works	-	-	-	7,500	-	419,835	-	-	-	-	-	427,335
Fire	-	-	-	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-	-	363,405	363,405
Non-Departmental												
Capital Projects	-	50,000	-	-	-	200,000	-	-	-	-	-	250,000
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Departmental	-	-	-	-	-	-	10,000	-	-	-	-	10,000
Total Expenditures	140,000	67,000	-	7,500	25,000	619,835	10,000	215,800	1,028,445	534,595	363,405	3,011,580
Operating Income / (Loss)	(122,600)	(35,500)	2,000	100	(21,000)	139,985	(6,500)	89,200	(194,045)	(103,695)	(86,945)	(339,000)
Other Financing Sources/Uses												
Transfers In	-	-	-	-	-	-	-	-	35,000	-	74,000	109,000
Transfers Out	-	-	(1,980)	-	-	-	-	-	-	-	-	(1,980)
Net Operating Transfers	-	-	(1,980)	-	-	-	-	-	35,000	-	74,000	107,020
Change in Fund Balance	(122,600)	(35,500)	20	100	(21,000)	139,985	(6,500)	89,200	(159,045)	(103,695)	(12,945)	(231,980)
Projected Fund Balance												
July 01, 2014 Balance	189,865	201,255	157,995	11,060	117,655	171,850	500,930	407,830	576,000	318,810	130,665	2,783,915
June 30, 2015 Balance	67,265	165,755	158,015	11,160	96,655	311,835	494,430	497,030	416,955	215,115	117,720	2,551,935

CITY OF BENICIA

FY 2014-2015 LIBRARY PROGRAMS BUDGET

Divisions	Measure B F83	Library Programs F87-88	Literacy Programs F89	Total
Revenues				
Property Tax	740,000	-	-	740,000
Sales Tax	-	-	-	-
Utility Users Tax	-	-	-	-
Franchise Fees	-	-	-	-
Other State and Local Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Fines and Forfeitures	-	-	-	-
Use of Money and Property	3,000	500	400	3,900
Revenue from Other Agencies	-	-	20,000	20,000
Charges for Current Services	-	-	-	-
Other Miscellaneous	-	62,500	8,000	70,500
Total Revenues	743,000	63,000	28,400	834,400
Expenditures				
City Council	-	-	-	-
City Attorney	-	-	-	-
City Clerk	-	-	-	-
City Treasurer	-	-	-	-
City Manager	-	-	-	-
Finance	-	-	-	-
Community Development	-	-	-	-
Library	857,910	110,200	60,335	1,028,445
Parks / Community Services	-	-	-	-
Public Works	-	-	-	-
Fire	-	-	-	-
Police	-	-	-	-
Non-Departmental				
Capital Projects	-	-	-	-
Debt Service	-	-	-	-
Insurance	-	-	-	-
Other Non-Departmental	-	-	-	-
Total Expenditures	857,910	110,200	60,335	1,028,445
Operating Income / (Loss)	(114,910)	(47,200)	(31,935)	(194,045)
Other Financing Sources/Uses				
Transfers In	-	-	35,000	35,000
Transfers Out	-	-	-	-
Net Operating Transfers	-	-	35,000	35,000
Change in Fund Balance	(114,910)	(47,200)	3,065	(159,045)
Projected Fund Balance				
July 01, 2014 Balance	367,580	86,955	121,465	576,000
June 30, 2015 Balance	252,670	39,755	124,530	416,955

CITY OF BENICIA

FY 2014-2015 LLAD FUNDS BUDGET

Divisions	LLAD Residential F52	LLAD Fleetside F56	LLAD Columbus Pkwy F71	LLAD East Second F72	LLAD Goodyear F73	Total
Revenues						
Property Tax	299,885	79,975	15,800	28,000	4,000	427,660
Sales Tax	-	-	-	-	-	-
Utility Users Tax	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-
Other State and Local Taxes	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-
Use of Money and Property	500	1,210	900	275	355	3,240
Revenue from Other Agencies	-	-	-	-	-	-
Charges for Current Services	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-
Total Revenues	300,385	81,185	16,700	28,275	4,355	430,900
Expenditures						
City Council	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-
City Clerk	-	-	-	-	-	-
City Treasurer	-	-	-	-	-	-
City Manager	-	-	-	-	-	-
Finance	-	-	-	-	-	-
Community Development	-	-	-	-	-	-
Library	-	-	-	-	-	-
Parks / Community Services	347,455	118,320	25,485	35,905	7,430	534,595
Public Works	-	-	-	-	-	-
Fire	-	-	-	-	-	-
Police	-	-	-	-	-	-
Non-Departmental						
Capital Projects	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Other Non-Departmental	-	-	-	-	-	-
Total Expenditures	347,455	118,320	25,485	35,905	7,430	534,595
Operating Income / (Loss)	(47,070)	(37,135)	(8,785)	(7,630)	(3,075)	(103,695)
Other Financing Sources/Uses						
Transfers In	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Net Operating Transfers	-	-	-	-	-	-
Change in Fund Balance	(47,070)	(37,135)	(8,785)	(7,630)	(3,075)	(103,695)
Projected Fund Balance						
July 01, 2014 Balance	51,780	105,735	92,560	30,445	38,290	318,810
June 30, 2015 Balance	4,710	68,600	83,775	22,815	35,215	215,115

CITY OF BENICIA

FY 2014-2015 PUBLIC SAFETY PROGRAMS BUDGET

Divisions	Asset Forfeiture F28	State Law Enforcement Grants F36	County Programs F39	Restricted Grants F41	Total
Revenues					
Property Tax	-	-	-	-	-
Sales Tax	-	-	-	-	-
Utility Users Tax	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Other State and Local Taxes	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Fines and Forfeitures	1,550	-	-	-	1,550
Use of Money and Property	500	500	100	500	1,600
Revenue from Other Agencies	-	102,000	63,005	108,105	273,110
Charges for Current Services	-	-	-	-	-
Other Miscellaneous	-	-	200	-	200
Total Revenues	2,050	102,500	63,305	108,605	276,460
Expenditures					
City Council	-	-	-	-	-
City Attorney	-	-	-	-	-
City Clerk	-	-	-	-	-
City Treasurer	-	-	-	-	-
City Manager	-	-	-	-	-
Finance	-	-	-	-	-
Community Development	-	-	-	-	-
Library	-	-	-	-	-
Parks / Community Services	-	-	-	-	-
Public Works	-	-	-	-	-
Fire	-	-	-	-	-
Police	7,500	112,000	61,800	182,105	363,405
Non-Departmental					
Capital Projects	-	-	-	-	-
Debt Service	-	-	-	-	-
Insurance	-	-	-	-	-
Other Non-Departmental	-	-	-	-	-
Total Expenditures	7,500	112,000	61,800	182,105	363,405
Operating Income / (Loss)	(5,450)	(9,500)	1,505	(73,500)	(86,945)
Other Financing Sources/Uses					
Transfers In	-	-	-	74,000	74,000
Transfers Out	-	-	-	-	-
Net Operating Transfers	-	-	-	74,000	74,000
Change in Fund Balance	(5,450)	(9,500)	1,505	500	(12,945)
Projected Fund Balance					
July 01, 2014 Balance	25,130	63,115	26,680	15,740	130,665
June 30, 2015 Balance	19,680	53,615	28,185	16,240	117,720

CAPITAL PROJECTS FUNDS

CAPITAL PROJECTS FUNDS OVERVIEW

Capital Projects Funds are used to account for major capital acquisition, construction activities, and major renovation or replacement of general government assets. Capital equipment and infrastructure projects related to the City's Wastewater and Water Enterprise Funds are accounted for within each respective utility fund.

Park Dedication Fund

The Park Dedication Fund accounts for construction and improvement costs related to the City's parks, trails, and open space lands. Sources of revenue include developer impact fees for parkland dedication, state and local grants funds, and General Fund transfers.

Streets and Transportation Fund

The Streets and Transportation Fund accounts for construction and improvement costs related to the City's streets and transportation infrastructure projects. The fund contains the following sub-fund activity:

Intermodal Station – This activity previously accounted for \$1.0 million Council set-aside for a train station facility near the Benicia Industrial Park. The sub-fund is currently dormant, as the monies have been transferred and assigned by Council for economic development. (See “Economic Activities” in General Fund Assigned)

Intermodal Bus Hubs – This activity accounts for Regional Measure 2 (RM2) Bridge Toll Capital Funds. The RM2 funds were granted for the construction phase of two intermodal facilities intended to accommodate Soltrans regional Route 78. The first facility, Downtown Benicia was completed in FY2012-13 utilizing \$2.1 million of RM2 funds. The second facility, West Benicia, is budgeted for \$900,000 in FY2013-14. Additional funds of \$1.25 million are earmarked for a bus hub project near the Benicia Industrial Park. This fund also accounts for a CMAQ Planning grant (\$250,000) and funds of \$490,000 for the East 2nd Street overlay.

Safe Routes to School – This activity accounts for Federal funds received for the purpose of enabling communities to make walking and bicycling to school a safe and routine activity.

Federal Grants – This activity accounts for Federal funds received for street and infrastructure improvements.

Locally Funded Streets – This activity accounts for a local road fee collected under a waste management franchise agreement.

Traffic Mitigation Fund

The Traffic Mitigation Fund accounts for costs related to improving the City's traffic capacity or alternative transportation facilities. Funds are allocated to local projects depending on the nature of the traffic impacts identified in association with the collection of the developer impact fee. Major future projects identified include the Rose Drive Over-cross traffic calming.

CAPITAL PROJECTS FUNDS OVERVIEW

The following Capital Projects funds are not budgeted:

Benicia Community Center – This fund accounted for the leasehold improvement costs related to the Benicia Community Center facility currently under lease with the Benicia Unified School District. Construction on the project was completed in FY2012-2013.

Donation Funded Projects – This accounts for the receipt and use of community donations restricted to use for specific community projects. The fund has no available monies.

Energy Conservation Measures – This fund accounted for the proceeds of the 2011 Certificates of Participation issued for the construction of energy conservation projects throughout the City, which included installation of 16 solar panel arrays at ten locations throughout the City, and the retrofit of approximately 1,100 lighting systems. Construction on the project was completed in FY2012-13, and it is anticipated that no additional construction costs will be incurred after June 30, 2013.

Library Basement Project – This fund is an active fund created for remodeling the basement of the City Library in order to provide expanded services for customers and staff. Funding for the project was transferred from the Capital License, Measure B and Interlibrary Loan Funds. The fund contains approximately \$289,000 in monies remaining for future project construction costs.

McAllister Area Capital Project – This accounted for construction costs in the McAllister Special Assessment District.

Special Fund Streets Projects – This fund accounted for various Federal, State, and local streets and transportation funding. In the Proposed Budget, future streets and transportation projects are combined and reported under the “Streets and Transportation Fund”.

Storm Water Fund – This fund accounts for major capital storm water projects. Also, the City accounted for street sweeping and storm water maintenance activity in this fund, primarily funded through General Fund transfers. No major capital projects are planned in this budget cycle, and the maintenance activity is reclassified to the General Fund.

The following former “Capital Projects” fund is reflected in the Proposed Budget, as follows:

Capital License Tax – This fund accounts for a capital license fee charged to developers. The fee is utilized to fund the construction of various capital projects. This fund is now classified as “General Fund Assigned” activity since monies remaining in the fund, and the future estimated fees collected, are not considered “Major Capital”.

CITY OF BENICIA

FY 2013-2014 CAPITAL PROJECTS FUNDS BUDGET

Divisions	Park Dedication F47	Streets and Transportation F48	Traffic Mitigation F34	Total
Revenues				
Property Tax	-	-	-	-
Sales Tax	-	-	-	-
Utility Users Tax	-	-	-	-
Franchise Fees	-	-	-	-
Other State and Local Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Fines and Forfeitures	-	-	-	-
Use of Money and Property	1,000	-	8,000	9,000
Revenue from Other Agencies	-	2,001,045	-	2,001,045
Charges for Current Services	20,000	145,000	2,000	167,000
Other Miscellaneous	-	-	-	-
Total Revenues	21,000	2,146,045	10,000	2,177,045
Expenditures				
City Council	-	-	-	-
City Attorney	-	-	-	-
City Clerk	-	-	-	-
City Treasurer	-	-	-	-
City Manager	-	-	-	-
Finance	-	-	-	-
Community Development	-	-	-	-
Library	-	-	-	-
Parks / Community Services	5,000	-	-	5,000
Public Works	-	-	89,700	89,700
Fire	-	-	-	-
Police	-	-	-	-
Non-Departmental				
Capital Projects	-	2,525,000	100,000	2,625,000
Debt Service	-	-	-	-
Insurance	-	-	-	-
Other Non-Departmental	-	-	-	-
Total Expenditures	5,000	2,525,000	189,700	2,719,700
Operating Income / (Loss)	16,000	(378,955)	(179,700)	(542,655)
Other Financing Sources/Uses				
Transfers In	-	-	-	-
Transfers Out	-	-	-	-
Net Operating Transfers	-	-	-	-
Change in Fund Balance	16,000	(378,955)	(179,700)	(542,655)
Projected Fund Balance				
July 01, 2013 Balance	18,710	(165,040)	1,040,220	893,890
June 30, 2014 Balance	34,710	(543,995)	860,520	351,235

CITY OF BENICIA

FY 2014-2015 CAPITAL PROJECTS FUNDS BUDGET

Divisions	Park Dedication F47	Streets and Transportation F48	Traffic Mitigation F34	Total
Revenues				
Property Tax	-	-	-	-
Sales Tax	-	-	-	-
Utility Users Tax	-	-	-	-
Franchise Fees	-	-	-	-
Other State and Local Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Fines and Forfeitures	-	-	-	-
Use of Money and Property	500	-	8,000	8,500
Revenue from Other Agencies	-	1,190,000	-	1,190,000
Charges for Current Services	20,000	145,000	2,000	167,000
Other Miscellaneous	-	-	-	-
Total Revenues	20,500	1,335,000	10,000	1,365,500
Expenditures				
City Council	-	-	-	-
City Attorney	-	-	-	-
City Clerk	-	-	-	-
City Treasurer	-	-	-	-
City Manager	-	-	-	-
Finance	-	-	-	-
Community Development	-	-	-	-
Library	-	-	-	-
Parks / Community Services	-	-	-	-
Public Works	-	-	88,595	88,595
Fire	-	-	-	-
Police	-	-	-	-
Non-Departmental				
Capital Projects	-	845,000	-	845,000
Debt Service	-	-	-	-
Insurance	-	-	-	-
Other Non-Departmental	-	-	-	-
Total Expenditures	-	845,000	88,595	933,595
Operating Income / (Loss)	20,500	490,000	(78,595)	431,905
Other Financing Sources/Uses				
Transfers In	-	-	-	-
Transfers Out	-	-	-	-
Net Operating Transfers	-	-	-	-
Change in Fund Balance	20,500	490,000	(78,595)	431,905
Projected Fund Balance				
July 01, 2014 Balance	34,710	(543,995)	860,520	351,235
June 30, 2015 Balance	55,210	(53,995)	781,925	783,140

DEBT SERVICE FUNDS

DEBT SERVICE FUNDS OVERVIEW

Debt Service Funds are used to account for the accumulation of resources for the payment of general governmental long-term debt principal, interest, and related costs. Debt service payments related to the Proprietary Funds (Internal Service Funds and Enterprise Funds) are budgeted in each respective fund.

General Obligation Bonds

The General Obligation Bonds Fund accounts for property tax levies for the payment of voter-approved debt principal, interest, and fees of the General Obligation Wastewater Bonds. In FY 2011-12, the City issued General Obligation Refunding Bonds, Series 2012, in the amount of \$4.27 million to refund the outstanding balance of the 1997 General Obligation Wastewater Bonds, Series A and B. Estimated principal outstanding at June 30, 2013 is \$3.58 million.

Energy Conservation Fund

The Energy Conservation Fund accounts for the accumulation of funds for the payment of debt principal and interest of the 2011 Certificates of Participation issued through the City's Public Municipal Financing Corporation in the amount of \$13.2 million. The proceeds were used to finance various energy conservation projects, purchase a reserve fund surety bond, fund capitalized interest through October 2011, and pay bond delivery costs. Resources to pay the debt service are transferred from the Energy Conservation Internal Service Fund. Estimated principal outstanding at June 30, 2013 is \$12.7 million.

The following capital lease activity is budgeted directly in the General Fund. This presentation change is to budget for the following general government capital leases on a basis consistent the City's Comprehensive Annual Financial Report (CAFR):

Casa de Vilarrasa – This fund accounted for General Fund transfers in to fund capital lease payments related to a \$1.4 million financing agreement to fund the acquisition of a forty-unit senior housing complex. Currently, the annual capital lease payment of \$114,300 is budgeted as "Debt Service" in the General Fund.

Police Station and Storm Water Improvements Fund – This fund accounted for General Fund transfers into fund capital lease payments related to a \$2.2 million financing agreement to fund capital improvements to Police facilities and certain storm water improvements. Currently, the annual capital lease payment of \$276,680 is budgeted as "Debt Service" in the General Fund.

CITY OF BENICIA

FY 2013-2014 DEBT SERVICE FUNDS BUDGET

Divisions	Energy Conservation Debt Service F425	General Obligation Wastewater Refunding Bonds F58	Total
Revenues			
Property Tax	-	667,710	667,710
Sales Tax	-	-	-
Utility Users Tax	-	-	-
Franchise Fees	-	-	-
Other State and Local Taxes	-	-	-
Licenses and Permits	-	-	-
Fines and Forfeitures	-	-	-
Use of Money and Property	-	500	500
Revenue from Other Agencies	-	-	-
Charges for Current Services	-	-	-
Other Miscellaneous	-	-	-
Total Revenues	-	668,210	668,210
Expenditures			
City Council	-	-	-
City Attorney	-	-	-
City Clerk	-	-	-
City Treasurer	-	-	-
City Manager	-	-	-
Finance	-	-	-
Community Development	-	-	-
Library	-	-	-
Parks and Community Services	-	-	-
Public Works	-	-	-
Fire	-	-	-
Police	-	-	-
Non-Departmental			
Capital Projects	-	-	-
Debt Service	1,118,755	666,530	1,785,285
Insurance	-	-	-
Other Non-Departmental	-	-	-
Total Expenditures	1,118,755	666,530	1,785,285
Operating Income / (Loss)	(1,118,755)	1,680	(1,117,075)
Other Financing Sources/Uses			
Operating Transfers In	1,103,455	-	1,103,455
Operating Transfers Out	-	-	-
Net Operating Transfers	1,103,455	-	1,103,455
Change in Fund Balance	(15,300)	1,680	(13,620)
Projected Fund Balance			
July 01, 2013 Balance	15,300	724,465	739,765
June 30, 2014 Balance	-	726,145	726,145

CITY OF BENICIA

FY 2014-2015 DEBT SERVICE FUNDS BUDGET

Divisions	Energy Conservation Debt Service F425	General Obligation Wastewater Refunding Bonds F58	Total
Revenues			
Property Tax	-	677,710	677,710
Sales Tax	-	-	-
Utility Users Tax	-	-	-
Franchise Fees	-	-	-
Other State and Local Taxes	-	-	-
Licenses and Permits	-	-	-
Fines and Forfeitures	-	-	-
Use of Money and Property	-	500	500
Revenue from Other Agencies	-	-	-
Charges for Current Services	-	-	-
Other Miscellaneous	-	-	-
Total Revenues	-	678,210	678,210
Expenditures			
City Council	-	-	-
City Attorney	-	-	-
City Clerk	-	-	-
City Treasurer	-	-	-
City Manager	-	-	-
Finance	-	-	-
Community Development	-	-	-
Library	-	-	-
Parks and Community Services	-	-	-
Public Works	-	-	-
Fire	-	-	-
Police	-	-	-
Non-Departmental			
Capital Projects	-	-	-
Debt Service	1,147,065	673,625	1,820,690
Insurance	-	-	-
Other Non-Departmental	-	-	-
Total Expenditures	1,147,065	673,625	1,820,690
Operating Income / (Loss)	(1,147,065)	4,585	(1,142,480)
Other Financing Sources/Uses			
Operating Transfers In	1,147,065	-	1,147,065
Operating Transfers Out	-	-	-
Net Operating Transfers	1,147,065	-	1,147,065
Change in Fund Balance	-	4,585	4,585
Projected Fund Balance			
July 01, 2014 Balance	-	726,145	726,145
June 30, 2015 Balance	-	730,730	730,730

INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS OVERVIEW

Internal Service Funds are utilized to account for financing goods, services, and costs within the City organization. These funds typically operate on a cost-reimbursement basis and such funds have an integral role in accumulating and managing City resources for fund-related activity.

Administrative Services Fund

The Administrative Services Fund accounts for expenses related to the Finance, Human Resources, and Information Technology division costs incurred to support of the City's Wastewater and Water Utility operations. Expenses include salary and benefits costs for management of utility employee issues and contracts, financial utility billing and customer service, and information technology support. Costs are also allocated for citywide contracts such as the allocated share of General Liability premiums and claims costs, union negotiations, organization studies, and auditing services. These costs are fully reimbursed annually.

Energy Conservation Fund (New)

The Energy Conservation fund accounts for the solar assets constructed with the proceeds of the 2011 Certificates of Participation (COPs) issued through the City's Public Municipal Financing Corporation. Construction of the solar assets was completed in FY2012-13. The fund operates as an internal electricity-provider to various sites within the City where solar arrays were constructed. Under the intention of the financing, the City charges user-funds a "fixed" reference utility rate, plus an annual energy inflation index. These charges, along with project energy rebates, are collected and used to transfer funds to the Public Municipal Financing Corporation for obligations related to the COPs debt lease payments. Funds remaining in excess of the debt lease payments will be utilized to invest in additional energy conservation projects.

Currently, the fund reflects negative working capital of approximately \$385,000 over the two-year budget period. This balance is the estimated cumulative cash flow as of June 30, 2015, *and does not represent a statement of realized loss on the financing.* This occurrence was expected given construction delays related to the project, particularly the swimming pool and Pump Station #3, which delayed the receipt of cash energy rebates. It is estimated that the City will realize a positive cash flow of approximately \$390,000 in FY2016-17, when debt lease payments are reduced from approximately \$1.2 million to \$0.77 million and the City receives the last year of energy rebates on Pump Station #3. Projected cash flow after FY2015-16 is positive assuming an annual energy inflation index of 4.5%.

NOTE: Various highly complex accounting issues related to this financing arrangement must be approved by the City's auditors. As a result, the final accounting method could vary from the fund presentation in the Budget.

INTERNAL SERVICE FUNDS OVERVIEW

Equipment Replacement Fund

The Equipment Replacement Fund accounts for the accumulation of resources to replace identified operating equipment within each department. Funding for equipment replacement is achieved through charge rates intended to recover the cost of equipment utilized in government operations. Budgeted recovery rates increase between 7.6% and 9.7% over prior rates, resulting in increased working capital from an estimated balance of approximately \$756,000 to an estimated balance of approximately \$873,500 over the two-year period.

Facility Maintenance Fund

The Facility Maintenance Fund accounts for maintenance and remodeling of City-owned or leased buildings and facilities including City Hall, Parks Facilities, Fire and Police Facilities, and Library.

Historically, the City has not accumulated a significant balance toward major repair and maintenance costs, but rather, has utilized the fund as a relatively short-term mechanism for identified projects. Budgeted recovery rates increase 10% each year over prior rates, resulting in increased working capital from an estimated balance of approximately \$182,000 to an estimated balance of approximately \$485,000 over the two-year period.

Fleet and Equipment Services Fund

The Fleet and Equipment Services Fund accounts for expenses related to the preparation, maintenance, and repair of mechanical equipment and vehicles for other City departments. Costs are fully reimbursed annually by charges to the General Fund, and the Wastewater and Water Funds.

Retirement Stabilization Fund

The Retirement Stabilization Fund accounts for activity related to the issuance of the 2006 Pension Obligation Bonds (POBs), including rate surcharges on employee pension costs to provide a sinking fund for annual debt payment related to the bonds. The bond proceeds were used to fund the unfunded actuarial accrued liability of the Miscellaneous and Safety pension plans through the California Public Employees' Retirement System (CalPERS).

Annual debt service on the POBs varies dramatically over the repayment period, from approximately \$1.6 million in FY2016-17 to \$0.53 million in FY2017-18. The dramatic decrease in debt service payments will allow the City to absorb additional CalPERS rate increases without significantly affecting current rate surcharges for some time.

This fund also will be utilized to stabilize rate increases related to the April 2013 CalPERS implemented rate changes scheduled to begin in FY2015-16. Budgeted surcharge rates in FY2013-14 increase approximately 25% over the prior year, then stabilize over the two-year period. Budgeted rate surcharge increases include amounts for increased Pension Obligation bond debt service, as well as, some initial planned funding for the PERS rate increases. Due to this increase and stabilization, estimated working capital increases from a negative \$(87,850) to positive \$227,320 balance over the two-year period.

INTERNAL SERVICE FUNDS OVERVIEW

Vehicle Replacement Fund

The Vehicle Replacement Fund accounts for the City's vehicle fleet. Funding for vehicle replacement is achieved through charge rates intended to recover the cost of the replacement vehicles utilized in governmental operations including Fire trucks, Police patrol vehicles, and Parks maintenance vehicles.

Since inception, the City has not implemented rates adequate to fund the cost recovery of asset replacement. Additionally, the City entered into inter-fund advances and capital lease obligations in order to purchase needed Fire department assets. The Proposed Budget assumes the repayment of an inter-fund advance in the amount of approximately \$222,000 payable to the Workers' Compensation fund, and also increases rate charges approximately 10% each year over prior year rates.

It is recognized these amounts are not sufficient to fully fund asset replacement costs in all departments, and it is management's intention to study costs and rates, and determine an adequate funding level for the program at a later date.

Workers' Compensation Fund

The Workers' Compensation Fund accounts for the expenses related to management of the workers' compensation program. Such costs include program employee salary and benefits, insurance premiums, medical and disability claims, claims administration, and certain employee health and prevention programs. This program is funded through a rate calculated by determining the amount of benefit to be accrued and dividing that amount by salaries within Industrial Class code. City experience modification is applied equally to all industrial classes.

The City contracts with the Local Agency Workers' Compensation Excess Insurance Joint Powers Authority (LAWCX) to cover claims up to statutory limits. The City retains a deductible, or self-insured, liability of up to \$350,000 per claim.

As the result of rising costs, recent legislation, and changes in LAWCX reserve reporting requirements, the City's reserve for claims incurred has risen approximately 89% in recent years, and is currently estimated at approximately \$1.2 million. The City has not fully funded this reserve, which is a minimum standard reserve, and the budget assumes prepayment of an inter-fund advance receivable of approximately \$222,000 from the Vehicle Replacement fund, and initially increases rates city-wide by approximately 23% in order to begin to address the fund liquidity and rising costs.

It is recognized these actions are not sufficient to fund the reserve, and it is management's intention to study cost trends and application of program rates by industrial codes, including experience modification, and implement a plan for full funding of the fund deficit over a time-certain period.

CITY OF BENICIA

FY 2013-2014 INTERNAL SERVICE FUNDS BUDGET

Divisions	Administrative Services F111	Energy Conservation F117	Equipment Replacement F115	Facility Maintenance F113	Fleet & Equipment Services F112	Retirement Stabilization F116	Vehicle Replacement F114	Workers' Compensation F110	Total
Revenues									
Property Tax	-	-	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-	-	-	-
Utility Users Tax	-	-	-	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-	-	-	-
Other State and Local Taxes	-	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-	-	-	-
Use of Money and Property	-	-	2,020	-	-	-	2,375	-	4,395
Revenue from Other Agencies	-	-	-	-	-	-	-	-	-
Charges for Current Services	1,256,210	1,138,105	158,470	259,095	366,505	1,675,000	304,890	911,300	6,069,575
Other Miscellaneous	-	-	-	-	-	-	-	-	-
Total Revenues	1,256,210	1,138,105	160,490	259,095	366,505	1,675,000	307,265	911,300	6,073,970
Expenditures									
City Council	-	-	-	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-	-	-	-
City Clerk	-	-	-	-	-	-	-	-	-
City Treasurer	-	-	-	-	-	-	-	-	-
City Manager	135,285	-	-	-	-	-	-	108,425	243,710
Finance	398,190	-	-	-	-	-	-	-	398,190
Community Development	-	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-	-
Parks / Community Services	-	-	-	-	-	-	-	-	-
Public Works	-	-	-	-	366,505	-	-	-	366,505
Fire	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Non-Departmental									-
Capital Projects	-	-	105,225	187,000	-	-	282,250	-	574,475
Debt Service	-	-	-	-	-	1,439,915	44,395	-	1,484,310
Insurance	512,930	-	-	-	-	-	-	731,000	1,243,930
Other Non-Departmental	209,805	-	-	-	-	-	-	-	209,805
Total Expenditures	1,256,210	-	105,225	187,000	366,505	1,439,915	326,645	839,425	4,520,925
Operating Income / (Loss)	-	1,138,105	55,265	72,095	-	235,085	(19,380)	71,875	1,553,045
Other Financing Sources/Uses									
Transfers In	-	-	-	-	-	-	-	-	-
Transfers Out	-	(1,103,455)	-	-	-	-	-	-	(1,103,455)
Net Operating Transfers	-	(1,103,455)	-	-	-	-	-	-	(1,103,455)
Change in Working Capital	-	34,650	55,265	72,095	-	235,085	(19,380)	71,875	449,590
Other Changes						(50,000)			(50,000)
Projected Working Capital									
July 01, 2013 Balance	-	(420,000)	756,020	182,495	-	(87,850)	408,685	(133,475)	705,875
June 30, 2014 Balance	-	(385,350)	811,285	254,590	-	97,235	389,305	(61,600)	1,105,465

CITY OF BENICIA

FY 2014-2015 INTERNAL SERVICE FUNDS BUDGET

Divisions	Administrative Services F111	Energy Conservation F117	Equipment Replacement F115	Facility Maintenance F113	Fleet & Equipment Services F112	Retirement Stabilization F116	Vehicle Replacement F114	Workers' Compensation F110	Total
Revenues									
Property Tax	-	-	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-	-	-	-
Utility Users Tax	-	-	-	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-	-	-	-
Other State and Local Taxes	-	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-	-	-	-
Use of Money and Property	-	-	2,020	-	-	-	2,375	-	4,395
Revenue from Other Agencies	-	-	-	-	-	-	-	-	-
Charges for Current Services	1,202,500	1,147,065	174,310	285,005	361,750	1,675,000	335,375	965,400	6,146,405
Other Miscellaneous	-	-	-	-	-	-	-	-	-
Total Revenues	1,202,500	1,147,065	176,330	285,005	361,750	1,675,000	337,750	965,400	6,150,800
Expenditures									
City Council	-	-	-	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-	-	-	-
City Clerk	-	-	-	-	-	-	-	-	-
City Treasurer	-	-	-	-	-	-	-	-	-
City Manager	136,200	-	-	-	-	-	-	109,415	245,615
Finance	406,290	-	-	-	-	-	-	-	406,290
Community Development	-	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-	-
Parks / Community Services	-	-	-	-	-	-	-	-	-
Public Works	-	-	-	-	361,750	-	-	-	361,750
Fire	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Non-Departmental									-
Capital Projects	-	-	114,200	55,000	-	-	130,000	-	299,200
Debt Service	-	-	-	-	-	1,489,915	44,395	-	1,534,310
Insurance	529,440	-	-	-	-	-	-	776,000	1,305,440
Other Non-Departmental	130,570	-	-	-	-	-	-	-	130,570
Total Expenditures	1,202,500	-	114,200	55,000	361,750	1,489,915	174,395	885,415	4,283,175
Operating Income / (Loss)	-	1,147,065	62,130	230,005	-	185,085	163,355	79,985	1,867,625
Other Financing Sources/Uses									
Transfers In	-	-	-	-	-	-	-	-	-
Transfers Out	-	(1,147,065)	-	-	-	-	-	-	(1,147,065)
Net Operating Transfers	-	(1,147,065)	-	-	-	-	-	-	(1,147,065)
Change in Working Capital	-	-	62,130	230,005	-	185,085	163,355	79,985	720,560
Other Charges						(55,000)			(55,000)
Projected Working Capital									
July 01, 2014 Balance	-	(385,350)	811,285	254,590	-	97,235	389,305	(61,600)	1,105,465
June 30, 2015 Balance	-	(385,350)	873,415	484,595	-	227,320	552,660	18,385	1,771,025

ENTERPRISE FUNDS

ENTERPRISE FUNDS OVERVIEW

Enterprise Funds account for City operations financed and operated in a manner similar to a private business enterprise. Government-run enterprises often charge user-fees to support the service or product provided. These activities are not necessarily self-supporting and may rely on general government subsidies to fully fund operations.

Marina Fund

The Marina Fund accounts for activity related to the Benicia Marina. The Marina is maintained and operated under agreement with the Benicia Harbor Corporation (BHC) whereby the City obtains annual dredging permits and BHC conducts annual dredging in the Marina common areas.

Between 1976 and 1984, the City entered into loan agreements with the State of California to build and develop the area for marina, residential, commercial, and recreational uses. The loans will be fully repaid in 2027. In response to a citizen petition, the City adopted the Waterfront Park Initiative limiting the use of the certain city-owned property within the Marina development area to a City park. Additionally, a portion of the Marina consists of State of California tidelands, and use is permitted under the jurisdiction of the San Francisco Bay Area Conservation and Development Commission.

As a result of these initiatives, the fund is not generating revenue sufficient to cover debt service payments on the State of California loan. Annual debt service is approximately \$311,300, and currently the General Fund subsidizes the Marina operations approximately \$195,000 annually.

Wastewater Funds

The Wastewater System collects sewer discharges from homes and businesses throughout the City to the treatment plant at the bottom of East 5th Street. Through a system of 150 miles of sanitary sewers, 23 lift stations, and a wastewater treatment plant with a maximum daily capacity of 4.5 MGD, sewer waste is treated and discharged to the Carquinez Strait insuring public health, public safety, and the natural environment of the strait are protected.

The Wastewater Funds account for the operating revenues, expenses, debt service, and capital improvement costs related to providing the safe and reliable removal of wastewater generated within the City. Wastewater rates also pay for some storm water management, non-point source pollution prevention and other Federal and State environmental programs related to water discharge treatment systems.

In 2012, the City Council adopted rate increases for the utility operations and capital improvement. Fees had not been increased for six years, and expenses were outpacing revenues. For example, the cost of solid sludge disposal has increased fourfold in that time. Replacement of old, worn equipment and piping systems must also occur regularly to ensure the longevity of the sanitary sewer system. The following is a table showing the adopted increases:

ENTERPRISE FUNDS OVERVIEW

Proposed Sewer Rates						
Fiscal Year	Current	Proposed				
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Monthly Rate per EDU (1)	\$41.33	\$45.88	\$50.01	\$53.26	\$55.39	\$56.49
Recommended Change	0.0%	11.0%	9.0%	6.5%	4.0%	2.0%
Dollar Increase per month		\$4.55	\$4.13	\$3.25	\$2.13	\$1.11
(1) EDU = equivalent dwelling unit						

Water Funds

The Water Treatment System treats raw water from three sources and distributes that drinking water to the homes and businesses in Benicia. Through a system of 160 miles of water mains, 1,428 fire hydrants, 9547 water service connections, and a water treatment plant with a maximum daily capacity of 8MGD, the entire City receives safe, abundant drinking water.

The Water Funds account for the operating revenues, expenses, debt service, and capital improvement costs related to the utility. Operating activity includes costs for water supply contracts, storage, and the negotiation and management of untreated water supply to Valero Refining Company, and costs related to Federal and State water quality and environmental mandates.

In 2012, the City Council adopted rate increases for the utility operations and capital improvements. Fees had not been increased in six years, and expenses were outpacing revenues. Despite every effort to contain costs through optimization of the process and off-peak hour pumping, the cost to treat water had risen steadily, and it was necessary to increase rates to ensure the longevity of the treated water system. The following is a table showing the adopted increases:

Proposed Water Rates							
		Current	Proposed Rates (per month)				
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
			7%	12.9%	11.5%	6.8%	3.5%
Residential Rates							
Service Charge per meter	Single family	\$13.80	\$14.77	\$16.68	\$18.60	\$19.86	\$20.56
	Multi- family unit	\$10.36	\$11.09	\$12.52	\$13.96	\$14.91	\$15.43
Volume Charge per hcf (1)	0 - 8 hcf	\$1.37	\$1.46	\$1.65	\$1.84	\$1.97	\$2.04
	8 - 30 hcf	\$2.15	\$2.30	\$2.60	\$2.90	\$3.10	\$3.21
	Over 30 hcf	\$2.30	\$2.46	\$2.78	\$3.10	\$3.31	\$3.43
(1) hcf = one hundred cubic feet = 748 gallons							

CITY OF BENICIA

FY 2013-2014 ENTERPRISE FUNDS BUDGET

Divisions	Water Operations F90	Water Capital Reserves F591-596	Water Connections F45	Sub-total Water Utility	Wastewater Operations F14	Wastewater Capital Reserves F515-518	Wastewater Connections F44	Sub-total Wastewater Utility	Marina F60	Total
Revenues										
Property Tax	-	-	-	-	-	-	-	-	64,000	64,000
Sales Tax	-	-	-	-	-	-	-	-	-	-
Utility Users Tax	-	-	-	-	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-	-	-	-	-
Other State and Local Taxes	-	-	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-	-	-	-	-
Use of Money and Property	20,025	8,460	34,310	62,795	14,900	10,145	283,005	308,050	307,680	678,525
Revenue from Other Agencies	-	-	-	-	-	-	-	-	-	-
Charges for Current Services	7,785,170	-	15,000	7,800,170	8,071,600	-	15,000	8,086,600	-	15,886,770
Other Miscellaneous	2,575	-	-	2,575	2,500	-	-	2,500	-	5,075
Total Revenues	7,807,770	8,460	49,310	7,865,540	8,089,000	10,145	298,005	8,397,150	371,680	16,634,370
Expenditures										
City Council	-	-	-	-	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-	-	-	-	-
City Clerk	-	-	-	-	-	-	-	-	-	-
City Treasurer	-	-	-	-	-	-	-	-	-	-
City Manager	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	-
Community Development	-	-	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-	-	-
Parks / Community Services	-	-	-	-	-	-	-	-	-	-
Public Works	6,102,530	21,000	-	6,123,530	6,221,825	21,000	-	6,242,825	254,980	12,621,335
Fire	-	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-	-
Non-Departmental										
Capital Projects	75,000	828,600	1,662,500	2,566,100	165,000	340,500	900,000	1,405,500	-	3,971,600
Debt Service	1,683,400	-	-	1,683,400	2,331,460	-	-	2,331,460	311,300	4,326,160
Insurance	-	-	-	-	-	-	-	-	-	-
Other Non-Departmental	-	-	-	-	-	-	-	-	-	-
Total Expenditures	7,860,930	849,600	1,662,500	10,373,030	8,718,285	361,500	900,000	9,979,785	566,280	20,919,095
Operating Income / (Loss)	(53,160)	(841,140)	(1,613,190)	(2,507,490)	(629,285)	(351,355)	(601,995)	(1,582,635)	(194,600)	(4,284,725)
Other Financing Sources/Uses										
Transfers In	-	390,000	-	390,000	-	120,000	-	120,000	194,600	704,600
Transfers Out	(447,000)	-	-	(447,000)	(157,500)	-	-	(157,500)	-	(604,500)
Net Operating Transfers	(447,000)	390,000	-	(57,000)	(157,500)	120,000	-	(37,500)	194,600	100,100
Change in Working Capital	(500,160)	(451,140)	(1,613,190)	(2,564,490)	(786,785)	(231,355)	(601,995)	(1,620,135)	-	(4,184,625)
Projected Working Capital										
July 01, 2013 Balance	1,773,455	1,572,990	5,379,585	8,726,030	(61,110)	1,103,945	9,032,855	10,075,690	(299,610)	18,502,110
June 30, 2014 Balance	1,273,295	1,121,850	3,766,395	6,161,540	(847,895)	872,590	8,430,860	8,455,555	(299,610)	14,317,485

CITY OF BENICIA

FY 2014-2015 ENTERPRISE FUNDS BUDGET

Divisions	Water Operations F90	Water Capital Reserves F591-596	Water Connections F45	Sub-total Water Utility	Wastewater Operations F14	Wastewater Capital Reserves F515-518	Wastewater Connections F44	Sub-total Wastewater Utility	Marina F60	Total
Revenues										
Property Tax	-	-	-	-	-	-	-	-	64,000	64,000
Sales Tax	-	-	-	-	-	-	-	-	-	-
Utility Users Tax	-	-	-	-	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-	-	-	-	-
Other State and Local Taxes	-	-	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-	-	-	-	-
Use of Money and Property	13,025	8,460	34,310	55,795	12,600	10,145	283,005	305,750	310,720	672,265
Revenue from Other Agencies	-	-	-	-	-	-	-	-	-	-
Charges for Current Services	8,454,020	-	15,000	8,469,020	8,590,990	-	15,000	8,605,990	-	17,075,010
Other Miscellaneous	2,650	-	-	2,650	2,500	-	-	2,500	-	5,150
Total Revenues	8,469,695	8,460	49,310	8,527,465	8,606,090	10,145	298,005	8,914,240	374,720	17,816,425
Expenditures										
City Council	-	-	-	-	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-	-	-	-	-
City Clerk	-	-	-	-	-	-	-	-	-	-
City Treasurer	-	-	-	-	-	-	-	-	-	-
City Manager	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	-
Community Development	-	-	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-	-	-
Parks / Community Services	-	-	-	-	-	-	-	-	-	-
Public Works	6,056,815	-	-	6,056,815	6,133,030	75,000	-	6,208,030	256,620	12,521,465
Fire	-	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-	-
Non-Departmental										
Capital Projects	154,000	220,000	654,000	1,028,000	144,540	227,000	1,064,000	1,435,540	-	2,463,540
Debt Service	1,682,185	-	-	1,682,185	2,336,040	-	-	2,336,040	311,300	4,329,525
Insurance	-	-	-	-	-	-	-	-	-	-
Other Non-Departmental	-	-	-	-	-	-	-	-	-	-
Total Expenditures	7,893,000	220,000	654,000	8,767,000	8,613,610	302,000	1,064,000	9,979,610	567,920	19,314,530
Operating Income / (Loss)	576,695	(211,540)	(604,690)	(239,535)	(7,520)	(291,855)	(765,995)	(1,065,370)	(193,200)	(1,498,105)
Other Financing Sources/Uses										
Transfers In	-	390,000	-	390,000	-	260,000	-	260,000	193,200	843,200
Transfers Out	(447,000)	-	-	(447,000)	(297,500)	-	-	(297,500)	-	(744,500)
Net Operating Transfers	(447,000)	390,000	-	(57,000)	(297,500)	260,000	-	(37,500)	193,200	98,700
Change in Working Capital	129,695	178,460	(604,690)	(296,535)	(305,020)	(31,855)	(765,995)	(1,102,870)	-	(1,399,405)
Projected Working Capital										
July 01, 2014 Balance	1,273,295	1,121,850	3,766,395	6,161,540	(847,895)	872,590	8,430,860	8,455,555	(299,610)	14,317,485
June 30, 2015 Balance	1,402,990	1,300,310	3,161,705	5,865,005	(1,152,915)	840,735	7,664,865	7,352,685	(299,610)	12,918,080

DEPARTMENT BUDGET SUMMARIES

ELECTED AND LEGISLATIVE

CITY COUNCIL

CITY COUNCIL
FY 2013-2015 Proposed Budget

Mission:

Excellent service.

Vision:

To work together to build a sustainable community and enhance the City's overall quality of life.

Values:

- Integrity
- Inclusiveness & Collaboration
- Respect
- Responsiveness
- Teamwork

CITY COUNCIL

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Department Revenues	-	1,000	-	-	-	-
Use of Resources	103,975	113,710	100,310	85,555	79,900	80,000
TOTAL	103,975	114,710	100,310	85,555	79,900	80,000

EXPENDITURES BY DIVISION

City Council	103,975	114,710	100,310	85,555	79,900	80,000
TOTAL	103,975	114,710	100,310	85,555	79,900	80,000

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	26,435	25,795	23,035	20,485	20,485	20,485
Benefits	65,140	76,700	64,180	51,820	46,115	46,215
Subtotal	91,575	102,495	87,215	72,305	66,600	66,700
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	12,400	12,215	13,095	13,250	13,300	13,300
Subtotal	12,400	12,215	13,095	13,250	13,300	13,300
TOTAL	103,975	114,710	100,310	85,555	79,900	80,000

CITY COUNCIL

FY 2013-2015 Proposed Budget

City Council Responsibilities:

The City Council is the legislative and policymaking body for the City, responsible for enacting City ordinances, appropriating funds to conduct City business, and providing policy direction to administrative staff. The mission of the City Council is to set policy that governs the City in a manner which is both financially sound as well as responsive to the needs and concerns of the community.

Council functions include:

- Participate in regional boards and agencies that directly affect the City of Benicia and the needs and interests of the citizens.
- Adopt the annual budget and five-year Capital Improvement Program.
- Establish biennial priorities for the City in accordance with the Strategic Plan process.
- Appoint the City Manager and City Attorney.
- Confirm Mayoral appointments to City advisory boards/commissions/committees.
- Attend various seminars and conferences as needed.
- Participate on special purpose committees as needed.
- Adopt and monitor implementation of the City's Strategic Plan.
- Adopt policy statements when appropriate.
- Adopt and implement an annual policy planning calendar that includes:
 - 1) Meetings with selected City advisory committees;
 - 2) Review and adoption of annual budget;
 - 3) Review and update of City priorities; and
 - 4) Specific dates for study and action on priority policy matters.

The City Council meets at 7:00 p.m. on the first and third Tuesdays of each month, as well as at 6:00 p.m. on the fourth Tuesday in the Council Chambers located in City Hall at 250 East L Street.

Accomplishments/Milestones Fiscal Years 2011 – 2013:

- Adopted a Strategic Plan and Balanced Budget for 2011-12 and 2012-13.
- Conducted study sessions related to the Council's 2011-13 List of Policy Issues, including the City's review of boards and commissions
- Completed and/or made significant progress on several Strategic Plan Action Items including:
 - Completed renovations and opened the new Benicia Community Center
 - Funded and provided staff support for Business Improvement District development
 - Adopted the Business Development Action Plan, updating the 2007 Economic Development Strategy
 - Obtained funding for and constructed the Benicia Bridge/Arsenal Pedestrian Path
 - Acquired a planning grant began development of a master plan for Downtown Waterfront Park
 - Completed plans for and constructed a park-and-ride facility at City Park and West Military
 - Implemented sustainable solid waste agreement
 - Facilitated private construction of an alternative energy project
 - Changed the City's General Election Cycle from odd-year to even-year cycles for the purpose of increasing voter turnout and decreasing costs

Elected Position Summary:

Division Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Mayor	1.00	1.00	1.00	1.00	1.00	1.00
Vice-Mayor	1.00	1.00	1.00	1.00	1.00	1.00
Councilmembers	3.00	3.00	3.00	3.00	3.00	3.00
Total	5.00	5.00	5.00	5.00	5.00	5.00

CITY ATTORNEY

CITY ATTORNEY

FY 2013-2015 Proposed Budget

Mission:

To provide ethical, high quality, and cost-effective legal services to the City of Benicia.

Vision:

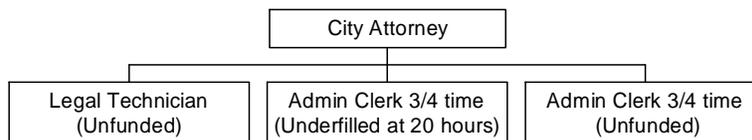
Provide outstanding legal representation and support to the City Council, commissions, and staff to meet the present and future needs of the City of Benicia.

Values:

- Integrity and honesty
- Professionalism
- Cost Efficiency
- Teamwork
- Customer Service
- Work with passion and pride
- Timeliness

Organizational Chart

The City Attorney's Office is responsible for all legal work and for risk management. All employees of the department assist with both functions.



CITY ATTORNEY

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
General Fund:						
Department Revenues	80	36,410	1,280	-	-	-
Use of Resources	588,030	515,780	463,670	539,840	558,470	561,025
TOTAL	588,110	552,190	464,950	539,840	558,470	561,025

EXPENDITURES BY DIVISION

City Attorney	588,110	552,190	464,950	539,840	558,470	561,025
TOTAL	588,110	552,190	464,950	539,840	558,470	561,025

CHARACTER OF EXPENDITURES

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	296,480	289,690	284,675	274,165	296,390	296,390
Benefits	115,615	116,500	99,490	97,210	89,755	91,925
Subtotal	412,095	406,190	384,165	371,375	386,145	388,315
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	173,875	143,200	76,345	163,900	164,475	164,475
Subtotal	173,875	143,200	76,345	163,900	164,475	164,475
<u>CAPITAL AND OTHER</u>						
Capital Outlay	-	300	1,000	1,000	1,000	1,000
Internal Service Charges	2,140	2,500	3,440	3,565	6,850	7,235
Subtotal	2,140	2,800	4,440	4,565	7,850	8,235
TOTAL	588,110	552,190	464,950	539,840	558,470	561,025

CITY ATTORNEY

FY 2013-2015 Proposed Budget

Department Responsibilities:

Under policy direction of the City Council, the City Attorney acts as legal advisor to, and as counsel for, the City Council and City officials in matters relating to their official City duties. The City Attorney supervises all outside counsel and may also represent the City in litigation. In addition to providing legal services, the City Attorney also provides general risk management services including insurance work and other non-legal work as assigned.

Accomplishments/Milestones Fiscal Years 2011-13:

Projects of significance included City Treasurer position issues, a new City Manager, medical marijuana ordinance, a business license suspension, the Arsenal Cleanup, revamping the City's Illness and Injury Prevention Program and working on updating the Americans with Disabilities plan. The proactive work of trainings on open government topics and ethics continued. Claims and litigation included slip and falls, police cases and other interesting cases like the Lewis lawsuit and the River Watch lawsuit.

Department Priorities:

- Use technology and management innovation to improve delivery of service to clients.
- Improve electronic document storage and retrieval and public access.
- Assist Human Resources with proactive training and measures.
- Continue to develop customer guides to help the public with City processes.
- Maintain continuing legal education to stay ahead of the curve.
- Continue community activities to promote the city.

Desired Outcomes:

- Improve the quality of legal services provided by enhanced communication.
- Maintain a high standard for work.
- Anticipate legal and risk management issues.
- Enhance community participation in addressing legal issues.

Statistics:

Overview of Work Performed by the City Attorney's Office 2003 – 2012

	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
Requests for City Attorney Services	214	358	373	386	510	499	616	512	508
Agenda Review	296	303	285	311	300	330	284	372	583
Contract Approvals	240	257	277	211	280	205	324	231	249
Code Enforcement Issues Resolved	7	6	3	3	9	6	6	3	3
Review Insurance Special Events & Renewals	53	70	71	70	84	175	189	217	249
Sale of Special Event Insurance	*	26	29	34	45	49	58	65	43
Claims Against City	57	78	92	81	75	66	45	32	33
Claims By City	23	24	23	24	21	19	22	28	26
Lawsuits Against City	12	9	9	8	9	13	16	19	14
Lawsuits By City	4	4	4	5	6	6	6	8	6

*Program begun in 2004/2005

Performance Goals for Work Performed by the City Attorney's Office

	FY Goal Est. in 2009	11-12/Variance	10-11/Variance
Request for City Attorney Services	350	508/+158	512/+162
Agenda Review	200	583/+383	372/+172
Contract Approvals	200	249/+49	231/+31
Code Enforcement Issues Resolved	5	3/-2	3/-2
Review Insurance Special Events & Renewals	150	249/+99	217/+67
Sale of Special Event Insurance	30	43/+13	65/+31
Claims Against City	50	33/-17	32/-18
Claims By City	15	26/+11	28/+13
Lawsuits Against City	15	14/-1	19/+4
Lawsuits By City	5	6/+1	8/+3

Reimbursement for Property Claims/Litigation

	Amount Received
FY 07-08	\$430,905.22
FY 08-09	\$237,967.63
FY 09-10	\$51,209.85
FY 10-11	\$112,021.65
FY 11-12	\$99,111.92
Total to date	<u>\$ 931,216.27</u>

Significant Budget Changes:

It is recommended that one of the ¾ time administrative clerk positions remains unfilled, along with the full-time Legal Technician position. The other administrative clerk position is currently under-filled, but will be filled as soon as reasonable, and the Legal Technician will be back-filled on a part-time basis with lower level clerical staff. Other line items have been reduced to the extent possible. The reduction of the administrative positions causes inefficiencies and delays, particularly in the areas of processing insurance and performing routine research and clerical work.

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Proposed 2013-14	Proposed 2014-15
City Attorney	1.00	1.00	1.00	1.00	1.00	1.00
Legal Technician	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Clerk	1.50	1.50	1.50	1.50	1.50	1.50
Sub-total	3.50	3.50	3.50	3.50	3.50	3.50
*Unfunded Positions	-	(0.75)	(0.75)	(0.75)	(1.75)	(1.75)
Total	3.50	2.75	2.75	2.75	1.75	1.75

CITY CLERK

CITY CLERK

FY 2013-2015 Proposed Budget

Mission:

Excellent service.

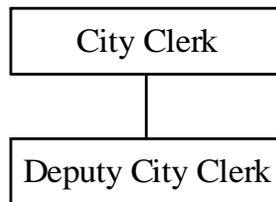
Vision:

To work together to build a sustainable community and enhance the City's overall quality of life.

Values:

- Integrity
- Inclusiveness & Collaboration
- Respect
- Responsiveness
- Teamwork

City Clerk Organizational Chart:



CITY CLERK

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
General Fund:						
Use of Resources	74,785	77,220	73,230	77,165	90,120	90,670
Assigned Resources	22,480	20,260	18,180	17,535	20,000	22,000
TOTAL	97,265	97,480	91,410	94,700	110,120	112,670

EXPENDITURES BY DIVISION

City Clerk	74,785	77,220	73,230	77,165	90,120	90,670
Cable Television Activities	22,480	20,260	18,180	17,535	20,000	22,000
TOTAL	97,265	97,480	91,410	94,700	110,120	112,670

CHARACTER OF EXPENDITURES

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	43,985	45,880	44,360	44,790	44,790	44,790
Benefits	25,400	25,405	23,375	26,285	37,745	38,215
Subtotal	69,385	71,285	67,735	71,075	82,535	83,005
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	27,655	25,525	22,935	22,665	26,200	28,200
Subtotal	27,655	25,525	22,935	22,665	26,200	28,200
<u>CAPITAL AND OTHER</u>						
Capital Outlay	-	175	85	200	200	200
Internal Service Charges	225	495	655	760	1,185	1,265
Subtotal	225	670	740	960	1,385	1,465
TOTAL	97,265	97,480	91,410	94,700	110,120	112,670

CITY CLERK

FY 2013-2015 Proposed Budget

Division Responsibilities:

The City Clerk is an elected official, serving a term of four years. The City Clerk is responsible for the record keeping of the City, having responsibility for ensuring that all actions made by the City Council are recorded accurately. The City Clerk's office is also involved in conducting municipal elections, maintaining the Benicia Municipal Code (BMC) and swearing in both elected officials and City employees.

Specific department functions include:

- Keep an accurate record of all proceedings of the City Council
- Record and post videos of City Council meetings on the City's website
- Keep an accurate record of all Ordinances
- Submit documents for recordation to Solano County Recorder
- Attest, index and file Resolutions of the Council
- Give notice of public hearings
- Maintain custody of the City seal
- Administer oaths, including oaths of office
- Take and certify affidavits and depositions pertaining to City business
- Take acknowledgement of instruments within the City
- Serve as Clerk to the Council
- Conduct municipal and special elections
- Receive petitions relating to initiative, referendum or recall
- Conduct annexation proceedings to countersign general obligation bonds of the City
- Attest to subpoenas
- File affidavits of completion
- File name change instruments for various purposes
- Perform duties concerning improvement district proceedings, street vacations, and filing claims as may be prescribed
- Perform records research requests for Council, Staff, and the public
- Receive objections to public destruction of bonds
- Act as the financial disclosure officer for statements of economic interest
- Perform other general secretarial skills as designated by the Council
- Perform other duties as the City Council so directs

Accomplishments/Milestones Fiscal Years 2011 – 2013:

In 2011-13, the City Clerk successfully performed the above duties and additionally:

- Successfully conducted a General Municipal Election
- Updated and maintained the City Clerk's web page to facilitate increased voter education
- Maintained all campaign finance reports on the City's website
- Provided updated informational packets for prospective candidates wishing to run for City office

- Successfully changed the City’s General Election Cycle from odd-year to even-year cycles for the purpose of increasing voter turnout and decreasing budget costs
- Played a key role in coordinating the organization’s utilization of agenda management software and streaming video, which allows for enhanced public access to agendas, minutes and Council/Board & Commission meetings.

Staffing Summary: Full Time Employee Equivalent

Department Personnel	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Elected City Clerk	1.00	1.00	1.00	1.00	1.00	1.00
*Deputy City Clerk	0.50	0.50	0.50	0.50	0.50	0.50
Total	1.50	1.50	1.50	1.50	1.50	1.50

*Deputy City Clerk’s allocation is split between the City Manager’s Office and City Clerk’s Office.

CITY TREASURER

CITY TREASURER

FY 2013-2015 Proposed Budget

Mission:

Excellent service.

Vision:

To work together to build a sustainable community and enhance the City's overall quality of life.

Values:

- Integrity
- Inclusiveness & Collaboration
- Respect
- Responsiveness
- Teamwork

CITY TREASURER

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Department Revenues	97,840	77,035	65,900	-	-	-
Use of Resources	1,230	-	40,005	111,940	106,880	107,650
TOTAL	99,070	77,035	105,905	111,940	106,880	107,650

EXPENDITURES BY DIVISION

City Treasurer	99,070	77,035	105,905	111,940	106,880	107,650
TOTAL	99,070	77,035	105,905	111,940	106,880	107,650

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	31,140	25,275	43,995	48,500	52,655	52,655
Benefits	23,915	14,025	15,000	17,745	22,735	23,455
Subtotal	55,055	39,300	58,995	66,245	75,390	76,110
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	43,850	37,570	46,430	45,195	30,400	30,400
Subtotal	43,850	37,570	46,430	45,195	30,400	30,400
<u>CAPITAL AND OTHER</u>						
Internal Service Charges	165	165	480	500	1,090	1,140
Subtotal	165	165	480	500	1,090	1,140
TOTAL	99,070	77,035	105,905	111,940	106,880	107,650

CITY TREASURER

FY 2013-2015 Proposed Budget

City Treasurer Responsibilities:

State law requires a general law city, like City of Benicia, to have either an elected or appointed City Treasurer to receive and safely keep all money coming into the Treasury; comply with all laws governing the depositing and securing of public funds; pay money only on warrants signed by legally designated persons; submit a monthly report and accounting of receipts, disbursements and fund balances; and perform such duties relative to the collection of city taxes and license fees as are prescribed by ordinance. Over time, as the duties of City Treasurers have become increasingly specialized, many cities have handled these duties with either an appointed treasurer, or Finance department staff. The latter is the case for the City of Benicia.

Accomplishments/Milestones Fiscal Years 2011 – 2013:

In 2011-13, the City Treasurer attended various meetings of the Finance Committee and the City Council and provided input on various matters. The City Treasurer also served as a valuable conduit for public input.

Staffing Summary: Full Time Employee Equivalent

The City Treasurer is supported by a small percentage of time from four Finance Department staff, as illustrated on the following page.

Department Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Elected City Treasurer	1.00	1.00	1.00	1.00	1.00	1.00
Finance Director	0.05	0.05	0.15	0.15	0.15	0.15
Assistant Finance Director	0.05	0.05	0.15	0.15	0.15	0.15
Account Systems Supervisor	0.05	0.05	0.05	0.05	0.05	0.05
Senior Account Tech	0.05	0.05	0.05	0.05	0.05	0.05
Total	1.20	1.20	1.40	1.40	1.40	1.40

ADMINISTRATIVE GROUP

CITY MANAGER

CITY MANAGER

FY 2013-2015 Proposed Budget

Mission:

Excellent Service

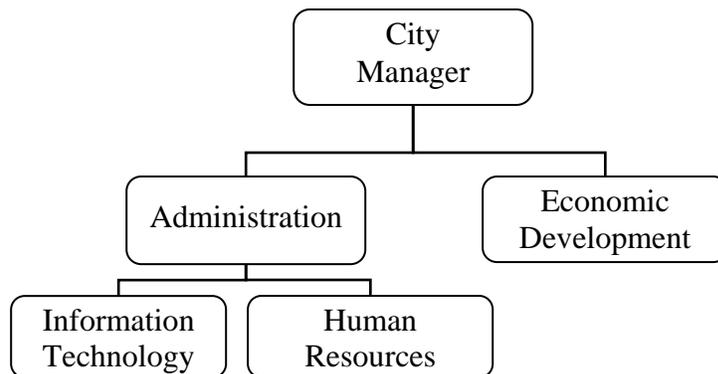
Vision:

To work together to build a sustainable community and enhance the City's overall quality of life.

Values:

- Respect
- Responsiveness
- Integrity
- Inclusiveness & Collaboration
- Teamwork

Organizational Chart



CITY MANAGER

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Department Revenues	565	820	830	-	-	-
Use of Resources	1,737,510	1,758,745	1,740,210	1,840,810	1,976,980	2,003,065
Assigned Resources	175,900	152,490	184,545	324,500	191,955	177,335
Special Revenue Funds	500	-	-	120,000	425,000	-
Internal Service Funds	247,280	234,725	204,090	230,095	243,710	245,615
TOTAL	2,161,755	2,146,780	2,129,675	2,515,405	2,837,645	2,426,015

EXPENDITURES BY DIVISION

Administration	761,385	785,860	865,980	871,490	909,865	912,090
Economic Development	370,570	329,930	438,915	746,620	919,145	497,000
Human Resources	515,505	501,955	417,390	485,105	540,080	543,660
Information Technology	514,295	529,035	407,390	412,190	468,555	473,265
TOTAL	2,161,755	2,146,780	2,129,675	2,515,405	2,837,645	2,426,015

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	1,108,570	1,037,290	931,535	1,107,755	1,115,040	1,107,830
Benefits	466,605	428,350	413,625	449,310	528,615	537,275
Subtotal	1,575,175	1,465,640	1,345,160	1,557,065	1,643,655	1,645,105
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	210,315	343,565	384,610	441,305	389,330	394,830
Subtotal	210,315	343,565	384,610	441,305	389,330	394,830
<u>CAPITAL AND OTHER</u>						
Capital Outlay	21,350	9,435	11,645	24,880	15,000	15,000
Internal Service Charges	(10,050)	(16,515)	6,840	10,455	21,325	24,745
Community and Economic	364,965	344,655	381,420	481,700	768,335	346,335
Subtotal	376,265	337,575	399,905	517,035	804,660	386,080
TOTAL	2,161,755	2,146,780	2,129,675	2,515,405	2,837,645	2,426,015

CITY MANAGER

FY 2013-2015 Proposed Budget

DETAIL OF COMMUNITY AND ECONOMIC PROGRAMS

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
Operating Supplies	865	-	550	1,000	1,000	1,000
Benicia Community Garden	4,800	4,800	4,000	4,000	-	-
Catholic Social Services	14,545	14,545	17,400	17,400	16,510	16,510
Child Assault Prevention Project	5,000	5,000	4,200	4,200	4,500	4,500
Community Action Council	70,690	70,690	85,300	85,000	90,575	90,575
Families in Transition	30,000	30,000	33,200	33,200	33,250	33,250
Reach Out Benicia	15,000	-	-	-	-	-
BUSD Programs - Special Friends	35,000	26,250	38,450	29,700	31,500	31,500
Fundraising Expenses	-	1,205	1,445	-	-	-
Endowment Fundraising Expenses	500	-	-	-	-	-
Sub-total Community	176,400	152,490	184,545	174,500	177,335	177,335
Commerical Centers	6,045	6,045	6,045	6,200	500	1,000
Downtown Program	114,000	131,030	133,000	123,000	107,000	107,000
Marketing	2,250	1,035	3,000	3,000	53,000	55,000
Tourism Program	66,145	53,405	54,830	55,000	500	1,000
Business Loans & Grants	125	650	-	-	5,000	5,000
Business Resource Incentive (Valero GNSC)	-	-	-	120,000	425,000	-
Sub-total Economic	188,565	192,165	196,875	307,200	591,000	169,000
TOTAL PROGRAMS	364,965	344,655	381,420	481,700	768,335	346,335

CITY MANAGER

FY 2013-2015 Proposed Budget

Department Responsibilities:

The mission of the City Manager's Office is to support the City Council in the development and execution of their goals and policies, and to provide leadership and guidance to City departments in the delivery of City services. Additionally, the Department oversees Economic Development and Administrative Services, which includes Human Resources and Information Technology.

The City Manager is appointed by the City Council. The City Manager's Office provides professional leadership in the administration of all City services, activities and facilities; directs the execution of policies and objectives formulated by the City Council; appoints all City Department Heads with the exception of City Attorney, City Clerk and City Treasurer; develops and presents to the City Council recommendations and strategies in response to community issues; and plans and executes programs to meet the current and future needs of the City of Benicia.

The City Manager's Office prepares City Council regular meeting and study session agendas and reports; disseminates information about City services and issues to the community through a public information program; and promotes the City's best interests in interactions with other units of government.

Specific functions of the City Manager's Office include:

- Direct the City Council meeting agenda process.
- Develop and present to the City Council solutions and strategies in response to community issues.
- Provide leadership to City departments in execution of policies, objectives and programs adopted by the City Council.
- Respond to all City Council and citizen inquiries received by the City Manager's Office in a timely manner.
- Assist citizens in obtaining information, including reports and filed documents, in a timely manner.
- Assist the City Council in its biennial adoption of the City Strategic Plan and annual update of goals.
- Develop and submit an annual City budget to the City Council in the context of long-term financial planning.
- Support the City Council's legislative advocacy.
- Provide periodic, timely information to the public through the City newsletter, public information releases, and prompt responses to calls and questions from the media.
- Provide staff support to the City Council/School Board Liaison Committee.
- Provide staff support to the Human Services Board.
- Serve as City liaison to various community groups and non-profit organizations.
- Maintain frequent and effective relations with other units of government with whom we share interests.

Accomplishments/Milestones Fiscal Years 2011-2013:

- Adopted a Strategic Plan and Balanced Budget for FY 2011-12 and FY 2012-13.
- Updated the Strategic Plan for 2013-15.
- Completed and/or made significant progress on several Strategic Plan Action Items including:
 - Completed renovations and opened the new Benicia Community Center.

- Funded and provided staff support for Business Improvement District development.
- Adopted the Business Development Action Plan, updating the 2007 Economic Development Strategy.
- Obtained funding for and constructed the Benicia Bridge/Arsenal Pedestrian Path.
- Acquired a planning grant began development of a master plan for Downtown Waterfront Park.
- Completed plans for and constructed a park-and-ride facility at City Park and West Military.
- Implemented sustainable solid waste agreement.
- Facilitated private construction of an alternative energy project.
- Changed the City's General Election Cycle from odd-year to even-year cycles for the purpose of increasing voter turnout and decreasing costs.
- Continued implementation of Strategic Tourism Marketing Plan.
- Created and implemented the Business Resource Incentive Program.
- Received the IEDC Gold Award 2011 and CALED Program Award of Merit 2012 for the Business Resource Incentive Program.
- Participated in successor MOU negotiations and finalized contract extensions with majority of bargaining units for 2011-12 and 2012-13.
- Worked with employee bargaining units and a health care employee committee to redesign the City's health care options and provide lower cost health care options to City employees.
- Installed and migrated IT Physical Hardware to a more sustainable Virtual Environment.
- Implemented new data and email backup strategies.
- Upgraded Office Software Suite in all departments.
- Refinanced \$4.27 million in General Obligation bonds in order to secure a reduced interest rate of 1.25%.
- Completed City solar project.
- Updated the Housing Element of the City's General Plan.
- Continued implementation of the Climate Action Plan.
- Measure L, passed in June of 2011, provided a solid funding base for the library.
- Implemented the use of tablet computers for Fire Department mobile computing needs and dispatch functions.
- In calendar year 2012, Benicia realized a second consecutive year of historically low crime rates (lowest since 1985).
- Conducted comprehensive outreach to the community to educate and inform the public of the needed rate increases for water and sewer, which were implemented in 2013.
- Completed design for the Rose Drive Traffic Calming Project.
- Treated more than 1.7 billion gallons of water annually to safe drinking water standards and treated more than 840 million gallons of wastewater annually to State discharge standards.
- Constructed a 9 hole disc golf course at Community Park.
- Collaborated with Benicia Unified School District to construct a girls' softball field at Benicia High School.

Significant Budget Changes:

Please see City Manager's Office division narratives.

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
CMO Administration	2.85	3.35	3.85	4.15	4.15	4.15
Human Resources	3.35	3.35	3.35	4.35	4.35	4.35
Information Technology				2.00	2.00	2.00
Economic Development	1.80	1.80	1.80	2.50	2.00	2.00
Sub-Total	8.00	8.50	9.00	13.00	12.50	12.50
Unfunded Positions			(1.00)	(1.50)	(1.00)	(1.00)
Total	8.00	8.50	8.00	11.50	11.50	11.50

Note: Information Technology Division was restructured to the City Manager's Office in FY 12-13.

CITY MANAGER
CITY MANAGER ADMINISTRATION
FY 2013-2015 Proposed Budget

Mission:

Excellent service

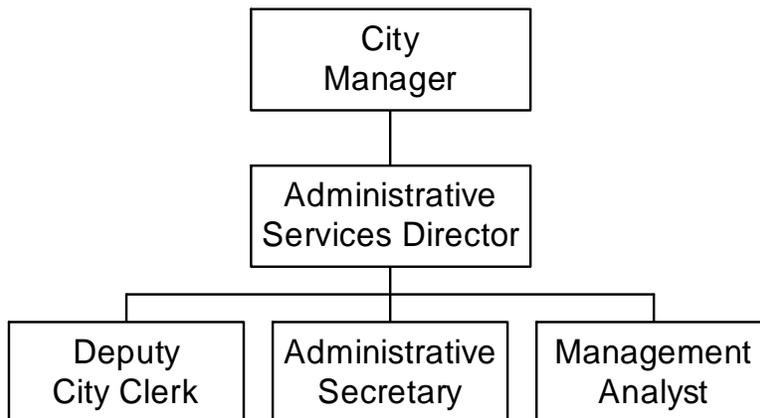
Vision:

To work together to build a sustainable community and enhance the City's overall quality of life.

Values:

- Respect
- Responsiveness
- Integrity
- Inclusiveness & Collaboration
- Teamwork

Division Organizational Chart



CITY MANAGER
CITY MANAGER ADMINISTRATION
FY 2013-2015 Proposed Budget

Division Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	515	305	300	-	-	-
Use of Resources	584,470	633,065	681,135	696,990	732,530	734,755
Assigned Resources	175,900	152,490	184,545	174,500	177,335	177,335
Special Revenue Funds	500	-	-	-	-	-
TOTAL	761,385	785,860	865,980	871,490	909,865	912,090

EXPENDITURES BY DIVISION

Administration	584,985	633,370	681,435	696,990	732,530	734,755
Human Services	176,400	152,490	184,545	174,500	177,335	177,335
TOTAL	761,385	785,860	865,980	871,490	909,865	912,090

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	400,830	450,000	450,945	464,270	468,000	468,000
Benefits	167,340	165,615	210,610	206,800	224,010	225,620
Subtotal	568,170	615,615	661,555	671,070	692,010	693,620
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	12,570	12,225	13,795	14,125	24,800	24,800
Subtotal	12,570	12,225	13,795	14,125	24,800	24,800
<u>CAPITAL AND OTHER</u>						
Capital Outlay	1,395	1,325	1,040	6,630	5,000	5,000
Internal Service Charges	2,850	4,205	5,045	5,165	10,720	11,335
Community Programs	176,400	152,490	184,545	174,500	177,335	177,335
Subtotal	180,645	158,020	190,630	186,295	193,055	193,670
TOTAL	761,385	785,860	865,980	871,490	909,865	912,090

CITY MANAGER
CITY MANAGER ADMINISTRATION
FY 2013-2015 Proposed Budget

DETAIL OF COMMUNITY PROGRAMS

Operating Supplies	865	-	550	1,000	1,000	1,000
Benicia Community Garden	4,800	4,800	4,000	4,000	-	-
Catholic Social Services	14,545	14,545	17,400	17,400	16,510	16,510
Child Assault Prevention Project	5,000	5,000	4,200	4,200	4,500	4,500
Community Action Council	70,690	70,690	85,300	85,000	90,575	90,575
Families in Transition	30,000	30,000	33,200	33,200	33,250	33,250
Reach Out Benicia	15,000	-	-	-	-	-
BUSD Programs - Special Friends	35,000	26,250	38,450	29,700	31,500	31,500
Fundraising Expenses	-	1,205	1,445	-	-	-
Endowment Fundraising Expenses	500	-	-	-	-	-
Total	<u>176,400</u>	<u>152,490</u>	<u>184,545</u>	<u>174,500</u>	<u>177,335</u>	<u>177,335</u>

CITY MANAGER
CITY MANAGER ADMINISTRATION
FY 2013-2015 Proposed Budget

Division Responsibilities:

See City Manager's Office Department narrative

Accomplishments/Milestones Fiscal Years 2011-2013:

See City Manager's Office Department and Administrative Services Division (i.e., Human Resources and Information Technology) narratives.

Citywide Strategic Plan Action Items:

The 2013 – 2015 Strategic Plan outlines a number of strategic issues, strategies and actions to be addressed by the City. The City Manager's Office will be directly involved with each department to ensure that the strategic plan elements, and specifically the action items, are addressed during the 2013-2015 fiscal period as the City's fiscal situation allows. The City Manager's Office will also be involved in monitoring and implementation of action items and providing regular updates to the Council on progress. Please refer to the individual division narratives for issues, strategies, and actions relevant to each of the administrative services divisions.

Additionally, the Administrative Services Director provides staff support to the Human Services Board (see narrative directly following), and so this Citywide Strategic Plan Action Item falls under the City Manager's Office specifically:

STRATEGIC ISSUE #5: Maintain and enhance a high quality of life

Strategy #5: Provide support to disadvantaged segments of the community

Action 5(c): Continue funding of Human Service Grants

Additional Division Priorities:

- Implementing and monitoring progress on Citywide Strategic Plan Actions
- Striving to ensure employee retention during the current economic downturn while simultaneously maintaining the fiscal strength of the City
- Strengthening our organization's culture
- Increasing emphasis on strategic planning and effective, efficient delivery of existing service levels
- Addressing the increased demands for new commission proposals and expansion of commission scope and membership
- Develop measurable desirable outcomes and performance measures for the City Manager Administration Division.

Desired Outcomes & Performance Measures

As identified under additional division priorities, the development of measurable desired outcomes for the City Manager Administration Division will be developed during the next fiscal year.

Significant Budget Changes:

The City Manager's Office has a funded but vacant Management Analyst position that is currently under evaluation. In the meantime, the position is not being filled in order to obtain additional salary savings.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
City Manager	1.00	1.00	1.00	1.00	1.00	1.00
Admin Services Director (a)	0.65	0.65	0.65	0.65	0.65	0.65
Administrative Secretary	0.70	0.70	0.70	1.00	1.00	1.00
Deputy City Clerk (b)	0.50	0.50	0.50	0.50	0.50	0.50
Management Analyst (c)	-	0.50	1.00	1.00	1.00	1.00
Total	2.85	3.35	3.85	4.15	4.15	4.15

(a) Administrative Services Director position is allocated 65% CMO Administration and 35% Human Resources

(b) Deputy City Clerk position is allocated 50% City Clerk and 50% CMO Administration

(c) Management Analyst position was reallocated from Public Works & Community Development Dept.

CITY MANAGER
ECONOMIC DEVELOPMENT DIVISION
FY 2013-2015 Proposed Budget

Mission:

To encourage the entrepreneurial spirit, facilitate rugged individualism and promote organized economic growth that results in job creation, business retention, expansion, attraction, and improves the quality of life in our community.

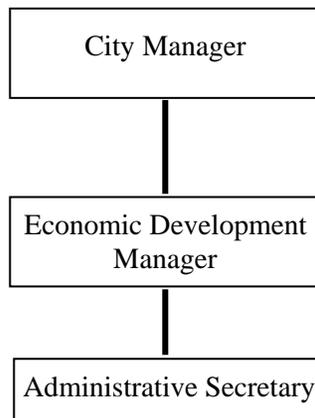
Vision:

The future is secured by those who dare to do the impossible; let us be the wind at their back not the hurdle in front.

Values:

People come to City Hall to build a business not pull a permit. Our response shall always be “Yes, if...”

Division Organizational Chart



CITY MANAGER
ECONOMIC DEVELOPMENT DIVISION
FY 2013-2015 Proposed Budget

Division Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	50	320	-	-	-	-
Use of Resources	370,520	329,610	438,915	476,620	479,525	497,000
Assigned Resources	-	-	-	150,000	14,620	-
Special Revenue Funds	-	-	-	120,000	425,000	-
TOTAL	370,570	329,930	438,915	746,620	919,145	497,000

EXPENDITURES BY DIVISION

Economic Development	370,570	329,930	438,915	476,620	479,525	497,000
Economic Development Activities	-	-	-	150,000	14,620	-
Valero GNSC	-	-	-	120,000	425,000	-
TOTAL	370,570	329,930	438,915	746,620	919,145	497,000

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	118,170	71,080	51,650	209,515	180,325	172,670
Benefits	47,560	30,325	22,385	61,955	79,990	81,990
Subtotal	165,730	101,405	74,035	271,470	260,315	254,660
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	14,675	35,685	166,965	157,500	62,500	68,000
Subtotal	14,675	35,685	166,965	157,500	62,500	68,000
<u>CAPITAL AND OTHER</u>						
Capital Outlay	685	-	450	8,450	1,500	1,500
Internal Service Charges	915	675	590	2,000	3,830	3,840
Economic Programs	188,565	192,165	196,875	307,200	591,000	169,000
Subtotal	190,165	192,840	197,915	317,650	596,330	174,340
TOTAL	370,570	329,930	438,915	746,620	919,145	497,000

CITY MANAGER
ECONOMIC DEVELOPMENT DIVISION
FY 2013-2015 Proposed Budget

DETAIL OF ECONOMIC PROGRAMS

Commercial Centers	6,045	6,045	6,045	6,200	500	1,000
Downtown Program	114,000	131,030	133,000	123,000	107,000	107,000
Marketing	2,250	1,035	3,000	3,000	53,000	55,000
Tourism Program	66,145	53,405	54,830	55,000	500	1,000
Business Loans & Grants	125	650	-	-	5,000	5,000
Business Resource Incentive (Valero GNSC)	-	-	-	120,000	425,000	-
Total	188,565	192,165	196,875	307,200	591,000	169,000

CITY MANAGER
ECONOMIC DEVELOPMENT DIVISION
FY 2013-2015 Proposed Budget

Division Responsibilities:

- Staff the Economic Development Board.
- Manage the tourism program.
- Staff the Tourism Committee.
- Serve as City staff liaison to Downtown Business Alliance Board of Directors.
- Serve as City staff liaison to Benicia Main Street Board of Directors.
- Serve as City staff liaison to Solano Economic Development Corporation.
- Attract new businesses to Benicia by assisting the private sector to market available space, disseminating information to prospective business owners, and fostering a positive business environment generally.
- Retain existing businesses and help them to expand by serving as a liaison to City and community resources and developing programs targeted to assist local businesses.
- Make strategic real estate transactions and manage City owned real estate.
- Implement Business Resource Incentive Program.
- Implement Business Development Action Plan (2012).

Accomplishments/Milestones Fiscal Years 2011 – 2013

- Adoption of the Business Development Action Plan, updating the 2007 Economic Development Strategy.
- Continued implementation of the Strategic Tourism Marketing Plan.
- Participated in Sunset Celebration Weekend three consecutive years.
- Secured land use approval and developed lease agreement with CBS Outdoor to replace existing Nationwide I-680 Freeway sign.
- Created and implemented the Business Resource Incentive Program.
- Formed a Business Improvement District for First Street business owners.
- Staff appointed as Chair of the Solano EDC Economic Development Task Force
- Received the CALED Program Award of Merit 2012 for the Business Resource Incentive Program.
- Received the IEDC Gold Award 2011 for the Business Resource Incentive Program

Citywide Strategic Plan Action Items:

STRATEGIC ISSUE #3: Strengthening Economic and Fiscal Conditions

Strategy #1: Implement Economic Development Strategy

Action 1(a): Replace Nationwide sign with tourism sign on I-680 freeway

Action 1(b): Continue tourism brand promotion and marketing (e.g., tourism website, Facebook)

Action 1(c): Formulate BIP Marketing program

Action 1(e): Complete master plan for Downtown Waterfront Park

Strategy #2: Strengthen Benicia Industrial Park competitiveness

Action 2: Continue to approve and implement road resurfacing projects

Strategy #3: Retain and attract business

Action 3(a): Implement Business Development Action Plan

- Action 3(b): Continue and expand business support tools and policies that balance sustainability with economic vitality
- Action 3(c): Continue to collaborate with the Benicia Unified School District (BUSD) to support quality education

Strategy #5: Increase economic viability of industrial park and other commercial areas, while preserving existing economic strengths and historic resources

- Action 5(a): Plan for sustainable Benicia Business Park including pursuing grants for transit oriented development area and Intermodal Station planning
- Action 5(b): Plan for investment in the Arsenal including hazard remediation
- Action 5(c): Update zoning code to encourage clean energy, high-tech R&D uses in industrial districts

STRATEGIC ISSUE #4: Preserving and Enhancing Infrastructure

Strategy #2: Increase use of mass transit

- Action 2(c): Continue planning for an intermodal transportation station in vicinity of Benicia Industrial Park and proposed Benicia Business Park

STRATEGIC ISSUE 5: Maintain and Enhance a High Quality of Life

Strategy #2: Implement the Downtown Master Plan

- Action 2(a): Pursue outside funds for Downtown improvements (streetscape, parking and traffic calming enhancements)

- Action 2(b): Review mixed use and other alternatives for the City's E Street lot

Strategy #4: Preserve City-owned historic structures

- Action 4(a): Continue to seek tenant for occupancy of Commanding Officer's Quarters

Additional Division Priorities:

Business Retention and Attraction: Continue business support with outreach, business incentive programs, education, and promotions, through partnerships with Benicia Main Street, Chamber of Commerce, Downtown Benicia Alliance, regional groups, with a special focus on the Downtown, Benicia Industrial Park, and Commercial Centers. This includes implementing recommendations from the Broadband Needs Assessment study, amending the Zoning Code where appropriate to keep up with changing times, and may incorporate new or revised incentives (like the Fee Deferral Program and Sales Tax Sharing Agreements). This also encompasses enhancing the physical atmosphere where people do business through streetscape improvements at the gateways and downtown.

Utilizing City's Real Estate Assets for Community Benefit: Continue to evaluate best uses for City-owned real estate. Work with developers to develop infill parcels in accordance with City policies and plans and find an appropriate tenant for Commanding Officer's Quarters.

Desired Outcomes and Performance Measures:

	2008	2009	2010	2011	2012
Business licenses	1681	1691	1741	1457	1590
Sales tax revenue	\$5.9M	\$5.9M	\$6M	\$5.3M	6.1M
Assessed value	\$4.6B	\$4.7B	\$4.6B	\$4.8B	\$5B

- Number of business licenses (measurement supplied by Finance Dept.)
- Sales tax revenue (measurement supplied by HdL, City’s sales and property tax consultant)
- Gross assessed property value (measurement supplied by HdL, City’s sales and property tax consultant)

Significant Budget Changes:

- In an effort to work towards a more sustainable budget, the proposed budget reflects a 5% reduction in program expenditures. The largest reduction is a proposed \$17,000 cut to “Downtown Program”. The Downtown Program line item supports funding to Benicia Main Street (BMS), Sidewalk Cleaning and Benicia Art Walk. The proposed reduction reduces \$17,000 from the BMS service contract, the majority of which is the elimination of four days of music and subsidies for promotions. Other reductions to the program expenditures include \$7,000 less for contract services and \$3,000 less for marketing.
- Despite an overall reduction in expenditures, the proposed budget does fund a new program; \$5,000 for a business loan and grant program which is designed to serve as the funding source for a retail attraction program.
- The realignment of budget line items allowed for the creation of two new budget line items, “Industrial Park” and “Commercial Centers”. Each are only funded at \$500 but the primary purpose was to create a line item within the budget dedicated to support these specific economic areas.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Adopted 2009-10	Adopted 2010-11	Adopted 2011-12	Adopted 2012-13	Proposed 2013-14	Proposed 2014-15
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst*	0.50	0.50	0.50	0.50	-	-
Administrative Secretary	0.30	0.30	0.30	1.00	1.00	1.00
Sub-Total	1.80	1.8	1.8	2.5	2	2
Unfunded Positions	-	-	(1.00)	(0.50)	-	-
Total	1.80	1.80	0.80	2.00	2.00	2.00

* Management Analyst position was frozen in 2012 and proposed to remain unfunded for FY 2013-15.

CITY MANAGER
HUMAN RESOURCES DIVISION
FY 2013-2015 Proposed Budget

Mission:

To meet the full range of human resource needs of the organization in support of the overall vision, mission, and priorities established by the City Council.

Vision:

To serve as an organizational strategic partner by planning for and providing comprehensive, professional human resources support that is responsive, resourceful, pro-active, customer-oriented, efficient, and consistent with best practices in the field.

Values:

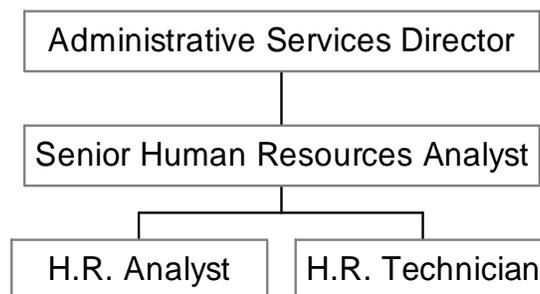
The Human Resources Division is a value-added service function; the reason the Division exists is to support operating departments in the direct provision of services to the community.

The Human Resources Division provides information, resources, and support that is pro-active, solution-oriented, and focused on the long-term needs of the organization.

The Human Resources Division's interactions with all of its constituents are professional, consistent, friendly, and supportive. The Division's approach is collaborative, helpful and accessible.

Credibility is critical to the work of the Division; all services are provided with a commitment to professional ethics, and personal and professional integrity. Division employees are honest, fair, and accountable for their actions.

Division Organizational Chart



CITY MANAGER
HUMAN RESOURCES DIVISION
FY 2013-2015 Proposed Budget

Division Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	-	40	150	-	-	-
Use of Resources	303,970	302,450	243,495	288,160	329,585	331,790
Internal Service Funds	211,535	199,465	173,745	196,945	210,495	211,870
TOTAL	515,505	501,955	417,390	485,105	540,080	543,660

EXPENDITURES BY DIVISION

Administrative Services	101,910	124,860	101,060	93,410	102,070	102,455
Human Resources	303,970	302,490	243,645	288,160	329,585	331,790
Insurance Services	109,625	74,605	72,685	103,535	108,425	109,415
TOTAL	515,505	501,955	417,390	485,105	540,080	543,660

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	312,915	233,195	233,095	274,560	276,620	276,885
Benefits	125,725	97,140	89,350	107,385	128,160	131,110
Subtotal	438,640	330,335	322,445	381,945	404,780	407,995
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	77,035	195,785	100,545	111,395	143,135	143,135
Subtotal	77,035	195,785	100,545	111,395	143,135	143,135
<u>CAPITAL AND OTHER</u>						
Capital Outlay	9,800	4,800	6,320	6,000	6,500	6,500
Internal Service Charges	(9,970)	(28,965)	(11,920)	(14,235)	(14,335)	(13,970)
Subtotal	(170)	(24,165)	(5,600)	(8,235)	(7,835)	(7,470)
TOTAL	515,505	501,955	417,390	485,105	540,080	543,660

CITY MANAGER
HUMAN RESOURCES DIVISION
FY 2013-2015 Proposed Budget

Division Responsibilities:

The Human Resources Division (HR) is responsible for all employee and employment-related services for the City of Benicia. From recruitment and testing of applicants to the end of an employee's career with the City, HR administers a wide array of programs, policies and processes in support of the employment process.

HR administers the City's employee benefit programs including, but not limited to Health, Dental, Vision, Employee Assistance Program, and the California Public Employees Retirement System. Additionally, HR administers the city-wide Workers' Compensation program, including managing the claims and excess insurance, and working with our Third Party Administrators (TPA) to authorize treatment, coordinate the return to work programs, and settle claims.

HR coordinates city-wide employee/employer relations activities, including contract negotiation and administration. HR works with all departments to implement positive employee relations programs, to manage and resolve problems, and to impose discipline as necessary. HR coordinates the handling of employee grievances, which proceed above the Department Head level.

HR coordinates citywide employee training, and coordinates all employee health and safety activities. HR has co-department responsibility for managing the citywide Safety Committee (BENSAC).

HR is the staff liaison for the Civil Service Commission. HR staff work with the Commission in the maintenance of proper position classifications in the City, as well as determining applicable Personnel Rules.

Accomplishments/Milestones Fiscal Years 2011 – 2013:

- Coordinated the reopening of contracts with majority of bargaining units in 2011 to negotiate further compensation reductions needed to balance the City's 2011-12 budget.
- Participated in successor MOU negotiations and finalized contract extensions with majority of bargaining units for 2011-12 and 2012-13.
- Conducted supervisory training on Anti-Harassment pursuant to the requirements of AB1825.
- Worked with employee bargaining units and a health care employee committee to redesign the City's health care options and provide lower cost health care options to City employees.
- Worked with departments and bargaining units on a variety of employee relations issues.
- Coordinated resolution of a number of complex grievances, workers compensation claims, and disciplinary issues.
- Continued to implement additional features of the online applicant tracking system (NEOGOV).
- Expanded the Human Resources page of the city's website to include additional materials on compensation, benefits, etc.

Additional Division Priorities:

Workforce Planning

- Review recruitment & selection processes
- Review classification & compensation philosophy
- Begin discussions regarding legacy planning
- Develop training and development to address organizational gaps

Maximize Efficiency & Effectiveness

- Maximize technology
- Enhance communication strategies and tools
- Build effective cross-functional teams

Departmental Infrastructure

- Develop and implement policies and procedures that support current and future organizational needs
- Review and update departmental operating procedures and systems
- Develop a long-term departmental staffing plan
- Develop measurable desirable outcomes and performance measures for the HR Division

Risk Management & Benefits

- Undertake a benefits evaluation to maximize the City's benefit investment, including incorporating requirements of Affordable Health Care Act
- Review safety programs, including prevention and training programs
- Review workers' compensation programs to maximize administrative effectiveness and cost containment

Labor & Employee Relations

- Enhance communication at all levels
- Seek to decentralize some employee-relations activities (grievance prevention)
- Review employee recognition programs
- Review employee evaluation processes

Desired Outcomes and Performance Measures:

As identified under additional department priorities, the development of measurable desired outcomes for the Human Resources Division will be developed during the next fiscal year.

Significant Budget Changes:

The budget assumes the vacant HR Manager position will remain unfilled. In June 2012, a portion of the funding for this position was utilized to hire an HR Analyst.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Human Resources	1.88	1.88	1.88	2.44	2.44	2.44
Workers' Compensation	0.85	0.85	0.85	1.10	1.10	1.10
Administrative Services	0.62	0.62	0.62	0.81	0.81	0.81
Sub-Total	3.35	3.35	3.35	4.35	4.35	4.35
Unfunded Positions	-	-	-	(1.00)	(1.00)	(1.00)
Total	3.35	3.35	3.35	3.35	3.35	3.35
Positions						
Admin Services Director (a)	0.35	0.35	0.35	0.35	0.35	0.35
HR Manager (b)	1.00	1.00	1.00	-	-	-
Sr HR Analyst	1.00	1.00	1.00	1.00	1.00	1.00
HR Analyst				1.00	1.00	1.00
HR Technician	1.00	1.00	1.00	1.00	1.00	1.00
Total	3.35	3.35	3.35	3.35	3.35	3.35

Notes:

- (a) The Administrative Services Director position is allocated 65% City Manger Administration and 35% Human Resources.
- (b) The HR Manager position was frozen in FY 2012-13. The funds saved by freezing this position were then used to fill a new HR Analyst position in FY 2012-13.

CITY MANAGER
INFORMATION TECHNOLOGY DIVISION
FY 2013-2015 Proposed Budget

Mission:

The Information Technology Division (ITD) will provide City technology services which can be sustained and accessible by all City Departments. ITD will provide timely “help desk” response to emergency, normal, and other technology needs. ITD will continue to control and track costs and report information to management decision makers. ITD helps support the City’s mission of improving the quality of life for all residents.

Vision:

To provide continuous technology, voice and data services to all other departments within the City’s infrastructure with little to no “down time”. ITD will provide access to and support of technology resources, for both information and communication, which is timely, accurate, reliable, and secure.

The ITD operation will provide the City the ability to:

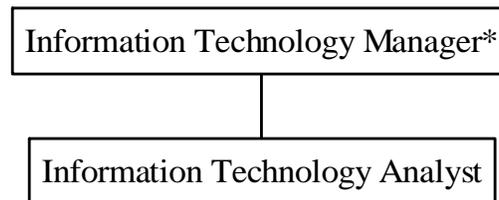
- Prioritize, coordinate and implement technology Citywide consistent with the strategic goals and resources of organization.
- Evaluate and identify strategies to implement new initiatives that respond to the ever changing needs for City services.
- Recognize the unique daily operational needs of the different departments.
- Provide leadership to the organization relative to emerging technologies.

In addition to the above, ITD will continue to provide a comprehensive management information system for all City departments and their computer applications, and provide maintenance and support to all the City’s computer systems. ITD will also install, manage and maintain the City’s Local and Wide Area Networks, network users, and provide technical advice to City departments regarding specialized data processing, telecommunication, and information management systems’ needs.

Values:

- Committed to delivery of quality service
- Strive to be proactive, innovative and plan for the future
- Committed to leadership, teamwork, empowerment and employee development

Division Organizational Chart:



*Vacant pending ITD assessment and review

CITY MANAGER
INFORMATION TECHNOLOGY DIVISION
FY 2013-2015 Proposed Budget

Division Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	-	155	380	-	-	-
Use of Resources	478,550	493,620	376,665	379,040	435,340	439,520
Internal Service Funds	35,745	35,260	30,345	33,150	33,215	33,745
TOTAL	514,295	529,035	407,390	412,190	468,555	473,265

EXPENDITURES BY DIVISION

Administrative Services	35,745	35,260	30,345	33,150	33,215	33,745
Information Technology	478,550	493,775	377,045	379,040	435,340	439,520
TOTAL	514,295	529,035	407,390	412,190	468,555	473,265

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	276,655	283,015	195,845	159,410	190,095	190,275
Benefits	125,980	135,270	91,280	73,170	96,455	98,555
Subtotal	402,635	418,285	287,125	232,580	286,550	288,830
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	106,035	99,870	103,305	158,285	158,895	158,895
Subtotal	106,035	99,870	103,305	158,285	158,895	158,895
<u>CAPITAL AND OTHER</u>						
Capital Outlay	9,470	3,310	3,835	3,800	2,000	2,000
Internal Service Charges	(3,845)	7,570	13,125	17,525	21,110	23,540
Subtotal	5,625	10,880	16,960	21,325	23,110	25,540
TOTAL	514,295	529,035	407,390	412,190	468,555	473,265

CITY MANAGER
INFORMATION TECHNOLOGY DIVISION
FY 2013-2015 Proposed Budget

Division Responsibilities:

The Information Technology Division (ITD) has the responsibility for supporting and maintaining network connectivity, all IT related hardware, approved software, and operating systems used by the City. In addition, the division is responsible for supporting and maintaining core applications, integration of new hardware/software enhancements, and ensuring new systems are developed and deployed holistically. Further, this division is also responsible for ensuring security of the environment by maintaining anti-virus tools, backups for all application servers, and client network home directories.

ITD's core services include:

Network Systems

- Network file servers
- Network infrastructure
- Telephone system
- Email system

Client Systems

- Desktop computers
- Business application suite
- Other desktop applications

Data Systems

- Financial Management Information System
- Public Safety Computer Aided Dispatch System
- Public Safety Records Management Systems
- Citywide Geographic Information System
- Citywide document imaging system
- Development process permitting system
- Other departmental systems applications

Customer Interface Systems

- City Intranet and WEB site: design and maintenance
- Video streaming of Council and other civic meetings
- Cable-casting of Council and other civic meetings
- Council Chamber technology

Accomplishments/Milestones Fiscal Years 2011 – 2013:

- Installation and Migration of Physical Hardware to a sustainable Virtual Environment.
- Implemented new data and email backup strategies.
- Migration of users to new Email, Document Imaging, and SQL Database Servers.
- Replacement of key outdated infrastructural equipment with modern high speed components.
- Replacement of failing Battery Backup Systems for City Servers.
- Migration of all users to new mobile communication devices.

- Expansion of City wireless services for public access.
- Upgrade of City’s Office Software Suite in all Departments.
- Foundational implementation of One Solution key components and support.
- Migration of ITD facilities to new location to support better customer service and managed resources.
- Implementation of Microsoft Windows 7 into the various enterprise applications.

Citywide Strategic Plan Actions:

STRATEGIC ISSUE #4: Preserving and Enhancing Infrastructure

Strategy #3: Address technology needs

Action 3(a): Prepare a City government technology improvement plan

Action 3(b): Acquire and implement 1) upgraded public safety technology, and
2) enhanced GIS capabilities

Additional Division Priorities:

- Continue to help users adjust to broad scope of changes within the last year, such as One Solution, Email, Office, cell service, office moves, and upcoming changes including: file storage changes to VM, Windows 7 and 8, new applications, and phones
- Phase in remaining equipment replacements, as well as backbone upgrades for broadband virtual conduits for seamless utilization, completing the Virtual Migration
- Establishing a high speed alternative communication backhaul for the WTP
- Begin preparing for Mitel telephone system lease expiration and possible migration to new platforms. This includes readiness for VOIP and Video expansion of systems for distance learning and conferencing
- Infrastructure modernization of sub-standard installations

Desired Outcomes and Performance Measures:

Measurable desired outcomes for the ITD are being drafted as part of an ITD assessment/review currently underway, in preparation for developing the City government technology improvement plan.

Significant Budget Changes:

Analysis of the ITD labor and positional requirements for this division, budget open for modification as deemed essential for successful operation. A consultant was contracted to review the processes and structure of the I.T. Division and will provide a report with recommendations. Line items are being adjusted for industry standards and requirements, as well as future needs in infrastructure.

Staffing Summary: Full Time Employee Equivalent Positions

	Actual	Actual	Actual	Amended	Proposed	Proposed
Division Personnel	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Info Technology Manager(a)	1.00	1.00	1.00	1.00	1.00	1.00
Info Technology Analyst (b)	2.00	2.00	1.00	1.00	1.00	1.00
Total	3.00	3.00	2.00	2.00	2.00	2.00

(a) 8% allocated to Admin Services Fund.

(b) 10% allocated to Admin Services Fund; one position was transferred to the Police Department in FY 11-12.

FINANCE

FINANCE

FY 2013-2015 Proposed Budget

Mission:

The Finance Department will provide understandable, timely, and accurate financial information to all stakeholders.

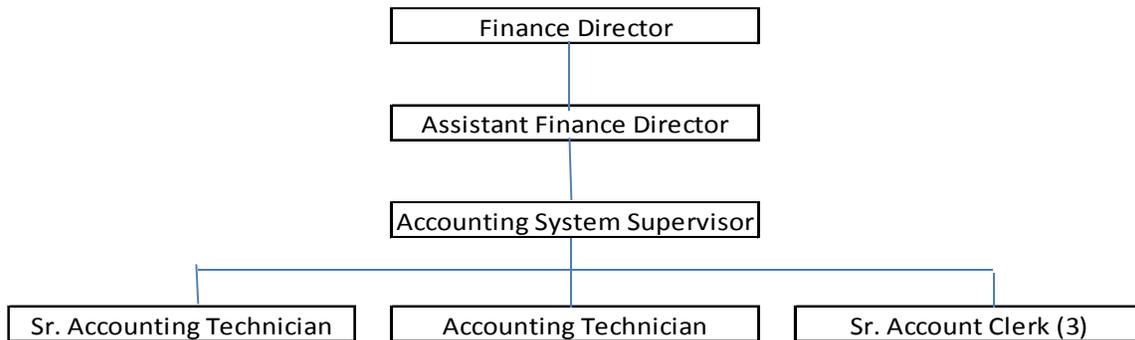
Vision:

To constantly improve the services we deliver to our customers.

Values:

We value ethical conduct and personal integrity, service excellence, open communication, financial accountability, customer appreciation, continuous improvement, and teamwork.

Organizational Chart



FINANCE

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
General Fund:						
Use of Resources	675,280	673,310	647,550	708,860	773,740	724,155
Internal Service Funds	378,355	369,470	363,090	383,530	398,190	406,290
Enterprise Funds	949,540	856,045	-	-	-	-
TOTAL	2,003,175	1,898,825	1,010,640	1,092,390	1,171,930	1,130,445

EXPENDITURES BY DIVISION

Administrative Services	378,355	369,470	363,090	383,530	398,190	406,290
Finance	675,280	673,310	647,550	708,860	773,740	724,155
Transit Operations	949,540	856,045	-	-	-	-
TOTAL	2,003,175	1,898,825	1,010,640	1,092,390	1,171,930	1,130,445

CHARACTER OF EXPENDITURES

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	746,850	709,395	597,655	636,240	653,725	656,925
Benefits	301,505	299,030	236,900	240,230	292,935	302,255
Subtotal	1,048,355	1,008,425	834,555	876,470	946,660	959,180
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	114,530	122,175	168,225	206,820	207,980	152,980
Community Programs	831,690	761,290	-	-	-	-
Subtotal	946,220	883,465	168,225	206,820	207,980	152,980
<u>CAPITAL AND OTHER</u>						
Capital Outlay	3,305	775	440	1,000	1,000	1,000
Internal Service Charges	5,295	6,160	7,420	8,100	16,290	17,285
Subtotal	8,600	6,935	7,860	9,100	17,290	18,285
TOTAL	2,003,175	1,898,825	1,010,640	1,092,390	1,171,930	1,130,445

FINANCE

FY 2013-2015 Proposed Budget

Department Responsibilities:

The Finance Department is responsible for the planning, organization, control, coordination and direction of the financial resources and policies of the City, as set forth by the City Council and City Manager. The department is also responsible for preparing the City's Comprehensive Annual Financial Report ("CAFR"), the Biannual Budget, and intergovernmental reports required by various agencies.

As the "Custodian of Public Funds", the department manages, protects and enhances the City's financial security and provides prompt and courteous service to citizens and others having financial dealings with the City. The department also helps other City departments implement their programs through budget development and providing sound fiscal information in support of City decision making.

The Finance Department also provides staffing and analytic support to the Finance Committee (FC). The eight-member FC monitors Warrant Registers, reviews Quarterly Investment Reports, receives Audited Financial Reports from the Independent Auditor, and researches fiscal issues assigned by the City Council.

A significant portion of the Department's resources (3.35 positions) are dedicated to utility customer service, monthly utility billing, collections, and cash receipts. The department manages all customer calls, emergency dispatch during office hours, call routing, and a steady flow of walk-in customer traffic. The City has approximately 18,000 utility accounts billed on a bi-monthly basis, and staff direct the route and metering software, bill, collect cash, and maintain accounts receivable related to the utility accounting. The office also handles transit passes and taxi scrip, including counter service for such transactions.

Accomplishments/Milestones FY 2011 – 2013:

- Earned the national award for *Excellence in Financial Reporting* for fiscal year 2010/11 from the Government Finance Officers of America. The certificate is issued in recognition of meeting professional standards and criteria in reporting which reflect a high level of quality in the annual financial statements and in the underlying accounting system from which the reports were prepared.
- Received an unqualified ("clean") opinion from our Independent Auditor's on the City's 2012 financial audit.
- Completed all reporting requirements to Federal, State and County agencies.
- Implemented GASB 54 regarding fund reporting and classification.
- Refinanced \$4.27M General Obligation bonds to reduce interest rate to 1.250%, achieving \$0.4M savings to taxpayers.
- Successfully implemented utility rate increases, including software and billing testing and quality assurance.
- Continued high quality financial support to the City, providing current information for decision-making process.

Citywide Strategic Plan Action Items:

Strategic Issue #3: Strengthening Economic and Fiscal Conditions

Strategy #4: Manage City finances prudently

Action #4: Prepare and maintain balanced budget with strong emergency and contingency reserve and internal service funds.

Strategic Issue #4: Preserving and Enhancing Infrastructure

Strategy #4: Provide adequate funding for ongoing infrastructure needs

Action 4(a): Implement a plan for funding of reserves for vehicle, equipment and facilities infrastructure

Desired Outcomes and Performance Measures:

Due to a considerable amount of transition in the Finance Director position over the last two years, such measures have not been identified or tracked to date. As identified under additional department priorities, the development of measurable desired outcomes for the Finance Department will be developed during the next fiscal year.

Additional Department Priorities:

- Redefine “upgrade” of system implementation to recognize intent to change the City’s general ledger account configuration during the transition from the current Sungard Bi-Tech accounting system to Sungard ONESolution.
- As a result of initiation of system implementation, prepare for departmental outreach regarding changes in information processes.
- Prepare various accounting studies, such as: 1) an analysis of workers’ compensation rates and internal rate allocation; 2) historical analysis of pension debt service internal allocation rates; 3) implement accounting for internal solar services, including all issues related to activity; 4) implement PERS rate smoothing and instruct staff on long-term accounting methods to properly record internal costs; 5) provide Council and stakeholders analysis of PERS rate increases and future budget effects; 6) study Marina issues and report to Finance Committee and Council; 7) study CDBG, Housing Authority loans and other loan issues and report results to Council; 8) work with auditors to implement new GASB requirements, also, review proper application of prior GASBs; and 9) work with Finance Committee and Council to set defined parameters for the calculation of General Fund Reserve balances.
- Provide timely and reliable financial support to the organization
- Facilitate, coordinate and assist annual financial statement audit and production of annual financial statements (CAFR)
- Continue to improve the long-range financial model and evaluation criteria in collaboration with the Finance Committee
- Provide analysis and monthly reporting requested by Finance Committee
- Monitor federal and state regulations to ensure compliance
- Recognize the contributions of the department and foster collaboration with other departments
- Provide continuous training and development of professional abilities
- Citywide assistance in the implementation of Strategic Plan Actions, encouraging public and private partnerships to strengthen the sustainability of each

- Development of desired outcomes/performance measures as part of the department’s strategic plan.

Significant Budget Changes:

The economic recession has led to many challenges for the Finance Department, as shrinking revenues and increasing costs have led to several hundred hours of staff research and budget-balancing recommendations. While the FY 2013-15 Budget has been balanced with reductions in expenditures from different departments, primarily via unfunding vacant positions, the increase in expenditures for the coming fiscal years are for services to better assess the efficiency and effectiveness of the City.

The Finance Department, due to staff and policy changes, is no longer responsible for Information Technology (IT) and Transit. IT is now under the direction of the Acting Assistant City Manager and Transit is now being handled by SolTrans, a Joint Powers Authority with the Cities of Vallejo and Benicia.

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Finance	4.15	4.25	4.25	4.25	4.25
Utility Billing (ISF)	3.57	3.35	3.35	3.35	3.35
Investments (City Treasurer)	0.20	0.40	0.40	0.40	0.40
Information Technology Div. (a)	2.78	2.00	-	-	-
Transit Division (b)	0.30	-	-	-	-
Total	11.00	10.00	8.00	8.00	8.00
Positions					
Finance Director (c)	1.00	1.00	1.00	1.00	1.00
Assistant Director (d)	1.00	1.00	1.00	1.00	1.00
Accounting System Supervisor (e)	1.00	1.00	1.00	1.00	1.00
Senior Accounting Technician (f)	1.00	1.00	1.00	1.00	1.00
Accounting Technician (g)	1.00	1.00	1.00	1.00	1.00
Senior Account Clerk (h)	3.00	3.00	3.00	3.00	3.00
Info System Manager	1.00	1.00	-	-	-
Info System Analyst II	1.00	1.00	-	-	-
Info Tech Analyst II	1.00	-	-	-	-
Total	11.00	10.00	8.00	8.00	8.00

Notes:

- (a): The Information Technology Division was reorganized away from the Finance Department in Fiscal Year 12-13.
- (b): The Transit Division’s responsibilities were assumed by SolTrans in Fiscal Year 2011-12.
- (c): Finance Director position is funded 65% Finance, 15% City Treasurer, and 20% Utility Billing.
- (d): Assistant Director position is funded 55% Finance, 15% City Treasurer, and 30% Utility Billing.
- (e): Accounting System Supervisor position is funded 75% Finance, 5% City Treasurer, and 20% Utility Billing.
- (f): Senior Accounting Technician position is funded 75% Finance, 5% City Treasurer, and 20% Utility Billing.
- (g): Accounting Technician position is funded 100% Utility Billing.
- (h): The three Senior Account Clerk positions are funded 51.67% Finance and 48.33% Utility Billing.

COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT

FY 2013-2015 Proposed Budget

Mission:

Provide excellent, responsive service, focusing on development assistance and sustainability.

Vision:

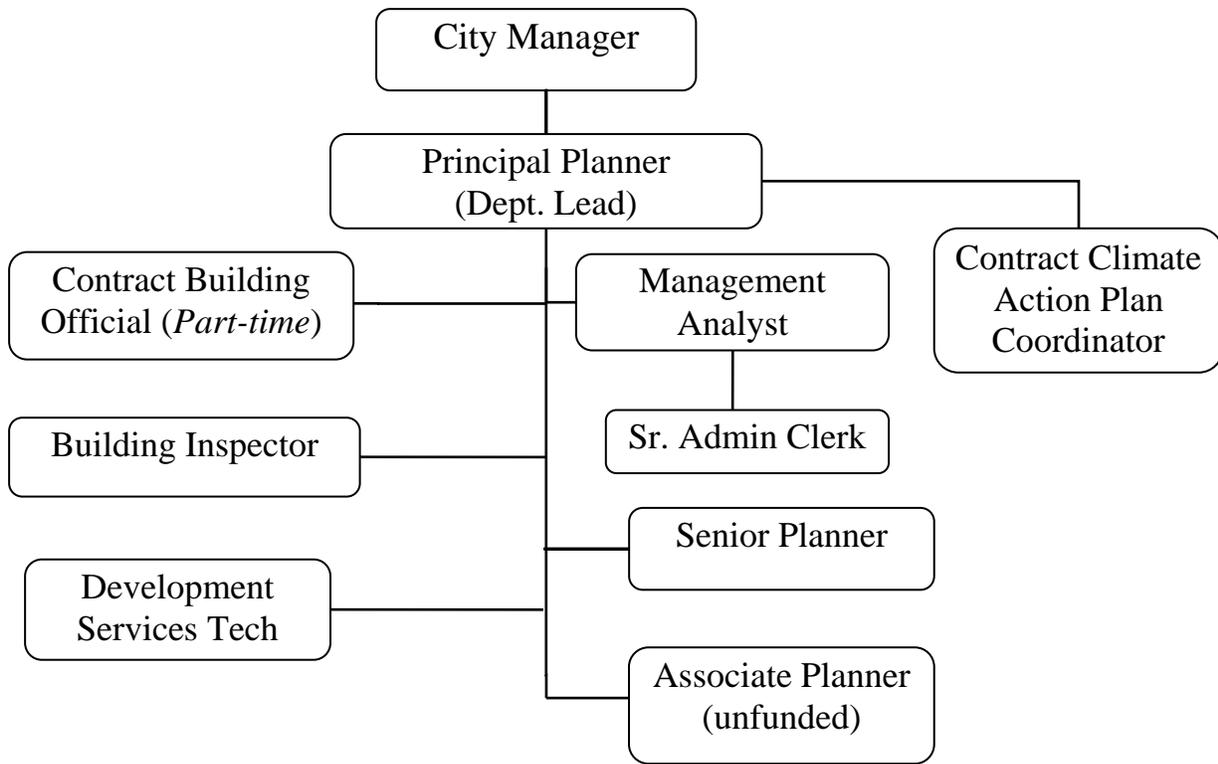
Anticipate and accommodate the diverse needs of our residents and businesses in accordance with the City's General Plan and Strategic Plan to provide:

- Efficient and expeditious review of development and permit applications
- Support for sustainability initiatives

Values:

- There are always options for achieving a customer's objective
- Customers include citizens, City staff, officials, and other agencies
- Collaborate actively with colleagues both within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each others' success
- Maintain accountability to perform the highest quality and most efficient work

Organizational Chart



COMMUNITY DEVELOPMENT

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Department Revenues	381,155	348,370	305,300	332,500	392,810	392,810
Use of Resources	700,795	514,550	321,040	667,025	459,265	473,975
Special Revenue Funds	193,505	75,190	76,745	913,590	550,000	326,500
TOTAL	1,275,455	938,110	703,085	1,913,115	1,402,075	1,193,285

EXPENDITURES BY DIVISION

Planning Division	701,380	394,990	354,205	1,412,885	1,007,760	794,145
Building Inspection Division	574,075	543,120	348,880	500,230	394,315	399,140
TOTAL	1,275,455	938,110	703,085	1,913,115	1,402,075	1,193,285

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	621,225	549,145	340,610	527,390	461,355	468,405
Benefits	236,055	213,345	114,345	196,940	200,010	206,985
Subtotal	857,280	762,490	454,955	724,330	661,365	675,390
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	380,635	142,190	185,345	263,850	264,980	264,730
Subtotal	380,635	142,190	185,345	263,850	264,980	264,730
<u>CAPITAL AND OTHER</u>						
Capital Outlay	27,170	5,300	3,050	2,440	2,790	2,790
Internal Service Charges	5,370	6,125	6,720	8,905	12,940	13,875
Community Programs	5,000	22,005	53,015	913,590	460,000	236,500
Subtotal	37,540	33,430	62,785	924,935	475,730	253,165
TOTAL	1,275,455	938,110	703,085	1,913,115	1,402,075	1,193,285

COMMUNITY DEVELOPMENT

FY 2013-2015 Proposed Budget

DETAIL OF COMMUNITY PROGRAMS

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
CDBG Revolving Loan Program	-	-	-	136,725	140,000	140,000
Conservation Projects (V GNSC)	-	-	-	600,000	223,500	-
Sustainability Workshops (V GNSC)	-	-	24,215	13,785	-	-
Watershed Acquisition (V GNSC)	5,000	-	-	-	-	-
City Efficiency Projects (V GNSC)	-	12,370	950	71,680	-	-
Renewable Energy Manager (V GNSC)	-	-	-	35,000	-	-
Bicycle Storage Racks (V GNSC)	-	9,635	18,040	2,325	-	-
Climate Action Plan Projects (V GNSC)	-	-	2,275	14,730	1,500	1,500
Commercial Energy Audits (V GNSC)	-	-	7,535	39,345	-	-
Residential Water Pilot Prgm (V GNSC)	-	-	-	-	95,000	95,000
Total Community Programs	5,000	22,005	53,015	913,590	460,000	236,500

COMMUNITY DEVELOPMENT

FY 2013-2015 Proposed Budget

Department Responsibilities:

The Community Development Department is responsible for updating and implementing the General Plan, which provides the policy framework for development in the community. The department also is the permit processing center for the City through which all development applications are reviewed and analyzed, prior to receipt of necessary approvals. Other land use related duties include reviewing and coordinating comments on pertinent County and regional plans and environmental documents that have implications for Benicia.

The department is organized as follows:

Building

- Development review, permit issuance, inspections
- Building Code Board of Appeals

Planning

- Development review, current and advanced planning
- Sustainability coordination
- Planning Commission
- Historic Preservation Review Commission
- Community Sustainability Commission
- Sky Valley Open Space Committee

Accomplishments/Milestones Fiscal Years 2011-2013:

Building

- Ongoing Valero Improvement Project inspections
- Continued tracking and imaging permits to ensure accessibility to staff and the public
- Continued staff education on sustainability and green building

Planning

- Completed City solar project
- Completed Housing Element update
- Continued implementation of the Climate Action Plan (CAP), including hiring a Contract CAP Coordinator
- Made zoning text changes for Cottage Food Industry
- Established Benicia Industrial Park Employment Investment Area

Citywide Strategic Plan Action Items:

STRATEGIC ISSUE #2: Protecting and Enhancing the Environment

Strategy #1: Reduce greenhouse gas emissions and energy consumption

Action 1(a): Pursue financing mechanism for home and business renewable energy and/or energy conservation methods

Strategy #2: Implement new water conservation projects/programs
 Action 2: Pursue water conservation projects as opportunities arise

STRATEGIC ISSUE #3: Strengthening Economic and Fiscal Conditions

Strategy #3: Retain and attract business
 Action 3(b): Continue and expand business support tools and policies that balance sustainability with economic vitality
 Strategy #5: Increase economic viability of industrial park and other commercial areas, while preserving existing economic strengths and historic resources
 Action 5(c): Update zoning code to encourage clean energy, high-tech R&D uses in industrial districts

STRATEGIC ISSUE #5: Maintain and Enhance a High Quality of Life

Strategy #2: Implement the Downtown Mixed Use Master Plan
 Action 5(c): Review mixed use and other alternatives for the City’s E Street lot

Additional Department Priorities:

- Improve outreach to prevent compliance issues
- Increase department mapping capabilities and training in permit-tracking software

Significant Budget Changes:

With a reduction in the valuation of building permits issued, department revenue has decreased. Accordingly, the Building and Planning Divisions have continued to reduce expenditures. However, the volume of land use and development activity has remained relatively constant. In June 2013, the Community Development Director position was eliminated, and the City Manager oversees this department directly. The Associate Planner position continues to be unfunded in this budget, along with the Building Official position.

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Building Inspection	4.50	4.50	4.00	5.00	5.00	5.00
Planning	4.50	4.50	4.50	4.00	4.00	4.00
Sub-total	9.00	9.00	8.50	9.00	9.00	9.00
*Unfunded positions	-	-	(2.70)	(2.70)	(3.00)	(3.00)
Total	9.00	9.00	5.80	6.30	6.00	6.00
Positions						
*Community Dev Director	1.00	1.00	0.50	1.00	-	-
Principal Planner	1.00	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	1.00	1.00
*Associate Planner	1.00	1.00	-	-	-	-
Development Svc Tech	2.00	2.00	1.00	1.00	1.00	1.00
Management Analyst II	1.00	1.00	1.00	1.00	1.00	1.00
Senior Admin Clerk	-	-	0.30	0.30	1.00	1.00
*Building Official	1.00	1.00	-	-	-	-
Building Inspector II	1.00	1.00	1.00	1.00	1.00	1.00
Total	9.00	9.00	5.80	6.30	6.00	6.00

COMMUNITY DEVELOPMENT
BUILDING INSPECTION DIVISION
FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	307,210	301,040	263,040	311,350	362,410	362,410
Use of Resources	229,520	212,695	85,840	188,880	31,905	36,730
Special Revenue Funds	37,345	29,385	-	-	-	-
TOTAL	574,075	543,120	348,880	500,230	394,315	399,140

EXPENDITURES BY DIVISION

Building Inspection	536,730	513,735	348,880	500,230	394,315	399,140
Neighborhood Stabilization	37,345	29,385	-	-	-	-
TOTAL	574,075	543,120	348,880	500,230	394,315	399,140

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	302,825	328,530	196,230	236,795	181,220	183,215
Benefits	108,640	120,955	54,990	84,890	72,635	75,055
Subtotal	411,465	449,485	251,220	321,685	253,855	258,270
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	157,490	88,475	91,800	172,550	134,270	134,320
Subtotal	157,490	88,475	91,800	172,550	134,270	134,320
<u>CAPITAL AND OTHER</u>						
Capital Outlay	2,180	1,435	1,690	1,620	750	750
Internal Service Charges	2,940	3,725	4,170	4,375	5,440	5,800
Subtotal	5,120	5,160	5,860	5,995	6,190	6,550
TOTAL	574,075	543,120	348,880	500,230	394,315	399,140

COMMUNITY DEVELOPMENT

PLANNING DIVISION

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	73,945	47,330	42,260	21,150	30,400	30,400
Use of Resources	471,275	301,855	235,200	478,145	427,360	437,245
Special Revenue Funds	156,160	45,805	76,745	913,590	550,000	326,500
TOTAL	701,380	394,990	354,205	1,412,885	1,007,760	794,145

EXPENDITURES BY DIVISION

Planning	545,220	349,185	277,460	499,295	457,760	467,645
Valero GNSC Settlement	149,735	45,805	76,745	776,865	410,000	186,500
CDBG Revolving Loan	-	-	-	136,725	140,000	140,000
Climate Plan Grant	6,425	-	-	-	-	-
TOTAL	701,380	394,990	354,205	1,412,885	1,007,760	794,145

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	318,400	220,615	144,380	290,595	280,135	285,190
Benefits	127,415	92,390	59,355	112,050	127,375	131,930
Subtotal	445,815	313,005	203,735	402,645	407,510	417,120
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	223,145	53,715	93,545	91,300	40,710	130,410
Subtotal	223,145	53,715	93,545	91,300	40,710	130,410
<u>CAPITAL AND OTHER</u>						
Capital Outlay	24,990	3,865	1,360	820	2,040	2,040
Internal Service Charges	2,430	2,400	2,550	4,530	7,500	8,075
Community Programs	5,000	22,005	53,015	913,590	460,000	236,500
Subtotal	32,420	28,270	56,925	918,940	469,540	246,615
TOTAL	701,380	394,990	354,205	1,412,885	917,760	794,145

COMMUNITY DEVELOPMENT

PLANNING DIVISION

FY 2013-2015 Proposed Budget

DETAIL OF COMMUNITY PROGRAMS

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
CDBG Revolving Loan Program	-	-	-	136,725	140,000	140,000
Conservation Projects (v GNSC)	-	-	-	600,000	223,500	-
Sustainability Workshops (v GNSC)	-	-	24,215	13,785	-	-
Watershed Acquisition (v GNSC)	5,000	-	-	-	-	-
City Efficiency Projects (v GNSC)	-	12,370	950	71,680	-	-
Renewable Energy Manager (v GNSC)	-	-	-	35,000	-	-
Bicycle Storage Racks (v GNSC)	-	9,635	18,040	2,325	-	-
Climate Action Plan Projects (v GNSC)	-	-	2,275	14,730	1,500	1,500
Commercial Energy Audits (v GNSC)	-	-	7,535	39,345	-	-
Residential Water Pilot Prgm (v GNSC)	-	-	-	-	95,000	95,000
Total Community Programs	5,000	22,005	53,015	913,590	460,000	236,500

COMMUNITY SERVICES GROUP

LIBRARY

LIBRARY

FY 2013-2015 Proposed Budget

Mission:

The Benicia Public Library contributes to the success of our diverse community by being a vital center of learning, communication, culture and enjoyment.

Vision:

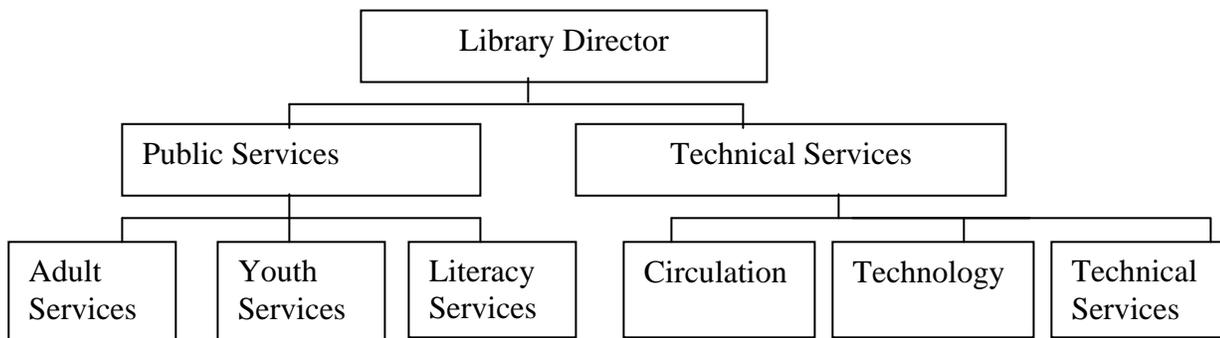
To provide an array of library services to meet the needs of the community by providing:

- High customer satisfaction, leading to ongoing use by customers.
- Life-long learning and recreational resources.
- Access to technology and technological resources.
- Special programs for improving written and verbal communication skills.
- A variety of cultural resources.
- Programs and services to fit the needs of the community.

Values:

- Being an essential part of community life.
- Assessing and meeting the needs of the community.
- Offering free and equitable access to library resources.
- Helping customers find high-quality materials and information.
- Providing library staff that is friendly, helpful, responsive, and knowledgeable.

Organizational Chart



LIBRARY

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
General Fund:						
Division Revenues	67,150	62,385	42,805	55,000	44,700	44,700
Use of Resources	1,153,225	1,082,505	1,070,320	1,084,390	1,090,675	1,099,615
Assigned Resources	100,375	76,565	62,545	65,935	106,845	64,840
Special Revenue Funds	917,670	953,935	867,820	1,078,140	1,036,725	1,028,445
TOTAL	2,238,420	2,175,390	2,043,490	2,283,465	2,278,945	2,237,600

EXPENDITURES BY DIVISION

Library	1,220,375	1,144,890	1,113,125	1,139,390	1,135,375	1,144,315
Arts and Culture Commission	100,375	76,565	60,540	63,935	105,045	63,040
Library Developer Fees	-	-	2,005	2,000	1,800	1,800
Measure B	718,385	732,510	693,405	768,130	846,495	857,910
Library Programs	45,400	74,595	83,000	203,670	129,200	110,200
Literacy Program	153,885	146,830	91,415	106,340	61,030	60,335
TOTAL	2,238,420	2,175,390	2,043,490	2,283,465	2,278,945	2,237,600

CHARACTER OF EXPENDITURES

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	1,249,340	1,206,650	1,152,390	1,203,970	1,178,555	1,176,395
Benefits	462,430	483,805	438,125	432,480	473,355	482,895
Subtotal	1,711,770	1,690,455	1,590,515	1,636,450	1,651,910	1,659,290
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	412,140	381,270	354,705	485,435	477,410	468,960
Subtotal	412,140	381,270	354,705	485,435	477,410	468,960
<u>CAPITAL AND OTHER</u>						
Capital Outlay	4,990	16,555	24,210	83,575	16,400	16,400
Internal Service Charges	9,145	10,545	13,520	14,070	28,180	29,910
Community Programs	100,375	76,565	60,540	63,935	105,045	63,040
Subtotal	114,510	103,665	98,270	161,580	149,625	109,350
TOTAL	2,238,420	2,175,390	2,043,490	2,283,465	2,278,945	2,237,600

LIBRARY

FY 2013-2015 Proposed Budget

Department Responsibilities:

The Library Department's primary responsibility is to connect patrons with resources in a timely and efficient manner. This includes selecting, purchasing, cataloging and processing print, audiovisual and other materials, as well as borrowing materials from other libraries for the citizens of Benicia. The department provides direct customer service at a centralized public service desk. Along with performing traditional services such as readers' advisory, answering complicated reference questions and helping patrons find answers to research questions, professional staff offer training on computer use, resume assistance, and help with using the Internet to access job sites and employment information. Free Internet access is provided at 20 public computers, and a wireless network allows access using personal computers anywhere in the building.

The Library supports cultural activities and the arts by hosting musical performances including concerts, dance demonstrations, and poetry performances. In addition, the library works closely with the Arts and Culture Commission to enhance arts and cultural programs in the community. Within the library, gallery space is provided to artists on a competitive basis. The library offers diverse programs designed to inform and entertain adult patrons. There are two meeting rooms available for public meetings that are also used as venues for cultural arts events.

Recognizing that schools have been adversely affected by budget cuts at the state and federal level, the Library selects materials that augment the local curriculum and provide educational enrichment in the form of homework help, story times, preschool outreach to promote kindergarten readiness, programs and events for youth of all ages.

The Literacy and English as a Second Language Program is an integral part of the Library, helping to improve reading and language skills of adults in Benicia, and providing them with the opportunity to become more productive members of the community.

Through membership in the Solano, Napa and Partners (SNAP) consortium and the North Net Library System, the Library is able to offer its customers a wide range of materials locally while conserving economic resources. The Library receives support and grant funding from the California State Library and maintains membership in the California Library Association and the American Library Association, which offer opportunities for networking with colleagues as well as professional education and development. The Friends of the Benicia Library provide support for numerous library programs and activities, while the Library Foundation has started to assist the Library by buying new technology and capital items.

Accomplishments/Milestones Fiscal Years 2011-13:

- Libraries in Solano County went out to the voters for an extension of the current sales tax established by Measure B in 1998. In June of 2012, Measure L passed by 82% in Benicia and 80% countywide, providing a strong, solid funding base for all libraries in Solano County through 2030.
- 463,523 visitors came to the library between July 1, 2010 and June 30, 2012, equaling an average daily attendance of 662 people or approximately 75 people per hour arriving at the library to use its services.

- Library users borrowed 802,530 items in the last two fiscal years. This represents the equivalent of every person in Benicia checking out 15 items per year.
- Benicia Public Library users can now download audiobooks, e-books, and more for free – anytime, anywhere. In addition to the collection of popular items available online through the NorthNet Consortium, the library started to actively purchase access to digital copies for use by our patrons. The library now has access to more than 54,200 electronic books and 21,150 downloadable audiobooks. In addition, the library has purchased 28 Nook e-readers to access fiction and non-fiction bestsellers, and 6 Kindle e-readers for public use.
- 20,034 people, or 74% of our residents, have and use Benicia library cards.
- Provided 1,237 programs attended by 33,600 people. The library provided a gallery for artists to display their works, a venue for musicians, actors, performers and dancers to showcase their talents, activities for teens, conference and meeting rooms for public use, language and computer labs for our literacy learners, programming for children of all ages, and public computer access.
- Of these programs, more than 685 programs were for children and an additional 323 were for teens. More than 28,323 teens, children and their parents attended these events between July 1, 2011 and June 30, 2013.
- Thanks to a grant received from the National Endowment for the Humanities, the library provided an exhibit, speakers and programs on “*Benjamin Franklin: in search of a better world.*”
- The Library provided staff assistance and ongoing support for the Benicia Arts and Culture Commission and its Public Art and Film Festival Committees, as well as to the Board of Library Trustees, the Poet Laureate, and the Art Gallery Committee.

Citywide Strategic Plan Action Items:

STRATEGIC ISSUE #1: Protecting Community Health and Safety

Strategy #5: Promote community and personal health

Action 5(c): Utilize library services and programs to promote community health

STRATEGIC ISSUE #5: Maintain and Enhance a High Quality of Life

Strategy #1: Operate community activity centers

Action 1(a): Continue to provide support for the library as a community Center

Strategy #6: Support Benicia Public Library’s ability to meet the public's expanding needs for information, communication and literacy

Action 6(a): Provide ongoing support for library literacy services

Action 6(b): Plan for future basement expansion

For the Arts and Culture Commission:

STRATEGIC ISSUE #3: Strengthening Economic and Fiscal Conditions

Strategy #1: Implement Economic Development Strategy

Action 1(d): Continue funding for non-profit arts and culture organization grants

STRATEGIC ISSUE #5: Maintain and Enhance a High Quality of Life

Strategy #3: Promote arts and culture

Action 3(a): Pursue funding sources for arts and culture activities

Additional Department Priorities:

- Provide excellent customer service that connects library customers with the resources they need.

- Create a safe, attractive, and inviting library facility to meet the needs of public and staff.
- Create a well-trained, qualified library team that consistently demonstrates a strong public-service ethic.
- Enhance public access to information and improved services through current or future-oriented technologies.
- Build and maintain a strong collection of materials in multiple formats to meet the changing and diverse needs of the community.
- Establish a diversified funding base for annual and future operations.
- Become an increasingly important, well-used and appreciated hub of the community.
- Create partnerships with community organizations, other public service institutions and cooperative networks.
- Support actions by the Arts and Culture Commission to ensure that arts and culture are integral to our community's quality of life, economic vitality, and central identity.

Desired Outcomes & Performance Measures:

Please see the following page.

**BENICIA PUBLIC LIBRARY
PERFORMANCE MEASURES**

Maintain or increase the following:

1. Outcome: high overall citizen satisfaction with library services

	State Library and ICMA data ¹		Target	National Citizen Survey (NCS) & State Library Annual Report ²					
	ICMA Mean %	State Mean		2010-11	2007-8	2008-9	2009-10	2010-11	2011-12
% of Citizens rating library services as excellent or good	84%	N/A	90-100%	N/A	98%	N/A	97%	N/A	
2. Outcome: high use of services & facilities									
% of NCS survey respondents who used BPL in last 12 months			85-90%	N/A	86%	N/A	85%	N/A	
# of registered borrowers as a percentage of the population	84.8%	60%	75-80%	70%	70.4%	70.8%	73.5%	74.4%	
Circulation rates per capita	13.3	6.41	13%	12.26	13.27	13.72	14.16	15.54	
Circulation rates per registered borrower	15.9		16-18%	17.56	18.85	19.35	19.25	20.88	
Visitation rates per capita	10.1	4.41	10	8.33	8.60	8.66	8.57	8.59	
Visitation rates per registered borrower	11.3		12	11.92	12.02	12.21	19.25	11.54	
3. Outcome: high rates of community participation in providing library services									
# of volunteer FTEs per 1000 population	.04	.02	.15	.15	.16	.17	.18	.08	
4. Outcome: high rates of program participation									
Program attendance per capita	NA	.22	.70	.68	.72	.66	.66	.58	
Program attendance per registered borrower	NA	NA	.90-.99	.97	1.02	.92	.92	.78	

¹ ICMA data used for comparison is from jurisdictions with 100,000 or fewer residents. Ten communities this size were used for these statistical ratings.

² Data is gathered each fiscal year for the State Library's Annual Report. NCS data was compiled in Fall 2010, so that information has been placed in the 2010-11 column.

Significant Budget Changes:

Three key elements have influenced the 2013-14 Library budget.

First is the stabilization and increase in local sales tax. Following the conclusion of the Valero VIP enhancements in 2009, sales tax dropped significantly. Since 2008-9, sales tax revenue for the Library has decreased by 18%. Fortunately, reserves were sufficient to bridge the shortage, and sales tax during 2012-13 has shown renewed vigor, allowing us to maintain a balanced budget in that account.

Second is the passage of Measure L, providing a renewal of the 0.125% sales tax for library operations. Measure L provided an extension of the current 1/8 cent sales tax for library services that was established by Measure B in 1998. In June of 2012, Measure L passed by 82% in Benicia. Thanks to the community's support, the Benicia Public Library will be able to move into the future with a strong, solid funding base.

Third is the retirement and departure of two employees who filled essential positions.

*After 30 years of service at the Benicia Public Library, the Head of Technical Services retired in December 2012. This has allowed some movement within the organization of other key personnel. The Technical Services Librarian II has been reclassified as an Interim Senior Librarian in charge of Technical Services and staff recommends that this position be continued in a permanent capacity. The position oversees most technical services and technology operations and is vital to the operation of the library. Structurally, this provides one Library Manager serving under the Director in the number 2 position, with two equivalent supervisory positions forming the backbone for the operation.

*The Library's Literacy Supervisor departed in May 2012, providing the opportunity to reorganize that department. Filling the previously full-time position with a part-time Literacy Specialist was precipitated by the State's elimination of funding for Literacy programs in 2011-12: while funding resumed in 2012-13, there is uncertainty about whether this was one-time funding, or whether ongoing funding will be provided. In addition, since the number of learners has been declining since the elimination of funds for the state, as these provided instructional programs for literacy learners, the program is now manageable with a temporary, part-time employee. Ideally, the Literacy Specialist will work between 25 and 27 hours a week and will serve as an instructor in addition to her administrative duties.

If the recommendation to leave these positions unfilled is accepted, the library will have four full-time positions that are either vacant (1) or unfunded (3), representing a 26% staffing reduction since 2009. In this scenario, overall staffing will have been reduced by 34%. Part-time librarians have been hired to replace service desk hours previously filled by full-time staff, allowing full-time staff to continue to perform their other responsibilities and to have some work reassigned.

The decrease in staffing has had some ramifications that can be seen in the number of programs and attendance at programs. The average attendance per program and the average attendance per children's program are both lower than the mean for other libraries in the state (4% and 15% respectively). Programs are an area of library service that has been reduced in response to budget decreases over the past few years, with a number of programs continuing as a result of the generosity of the Friends of the Library.

Although the Benicia Public Library statistics are declining in some areas, the library is still far ahead of the state mean for most library services. The trends in service point away from traditional services and seem to focus more on making the library a community place, as is shown by the increasing amount of public wireless service (up 49%) and number of reference questions per capita (which increased by

66.20%). Other users prefer to use library services from home, heavily utilizing ‘remote’ library services such as downloadable e-books and e-audiobooks, as is demonstrated by statistics showing that overall visitation per capita has decreased while the amount of circulation per capita and per library card holder have both increased.

Library services remain strong. Staff have adapted to changes, improvised when necessary, and learned new skills, allowing the department to maintain its mission, vision and values.

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Proposed 2013-14	Proposed 2014-15
General Fund Operations	6.75	6.75	6.75	6.75	7.00	7.00
Measure B	7.25	7.25	7.25	7.25	7.00	7.00
Literacy	1.00	1.00	1.00	1.00	1.00	1.00
Sub-total	15.00	15.00	15.00	15.00	15.00	15.00
*Unfunded Positions	(2.00)	(2.00)	(2.00)	(2.50)	(3.00)	(3.00)
Total	13.00	13.00	13.00	12.50	12.00	12.00
Positions						
Director	1.00	1.00	1.00	1.00	1.00	1.00
Library Manager	2.00	2.00	2.00	2.00	2.00	2.00
Literacy Supervisor	1.00	1.00	1.00	0.50	-	-
Administrative Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Senior Librarian	1.00	1.00	1.00	1.00	2.00	2.00
Librarian II	1.00	1.00	1.00	1.00	-	-
Librarian I	1.00	1.00	1.00	1.00	1.00	1.00
Library Technicians	5.00	5.00	5.00	5.00	5.00	5.00
Total	13.00	13.00	13.00	12.50	12.00	12.00

FTE Part-time employees	7.27	7.22	7.22	7.22	8.72	7.72
-------------------------	------	------	------	------	------	------

*Unfunded positions from FY2011-2013 include 1 Librarian Technician II; 25% of Librarian I in the General Fund and 75% of Librarian I in Measure B; 33% Literacy Coordinator (General Fund).

**Funded, frozen positions from FY 2011-13 include 1 Library Manager 100% in Measure B.

Proposed to leave funded, but unfilled, through 2013-14 and evaluate in 2014-15

PARKS AND COMMUNITY SERVICES

PARKS AND COMMUNITY SERVICES

FY 2013-2015 Proposed Budget

Mission:

To provide recreational experiences that promote health and wellness, foster human development and increase cultural unity.

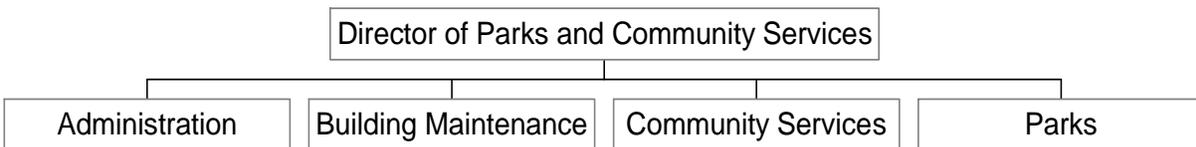
Vision:

To improve the quality of life for all by offering a variety of recreational experiences, provide quality facilities and services, protect natural and historic areas, and develop educational opportunities throughout the City.

Values:

- We believe in honesty and integrity.
- We believe in teamwork and collaboration with our community partners.
- A culture of enjoyment, fun and celebration.
- Quality and continuous progress in all our efforts.

Organization Chart



PARKS AND COMMUNITY SERVICES

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Department Revenues	1,110,905	1,008,465	1,096,785	1,110,890	1,106,000	1,106,000
Use of Resources	3,765,015	3,799,690	3,466,000	3,531,405	3,813,965	3,895,975
Special Revenue Funds	587,935	605,750	523,945	742,845	615,470	605,895
Capital Projects Funds	16,615	-	-	5,000	5,000	-
TOTAL	5,480,470	5,413,905	5,086,730	5,390,140	5,540,435	5,607,870

EXPENDITURES BY DIVISION

Administration	735,145	723,100	426,625	417,565	505,870	518,275
Building Maintenance	913,285	910,395	984,895	972,980	996,365	1,008,135
Community Services	1,810,760	1,763,130	1,854,395	1,922,655	1,988,285	1,999,885
Parks	2,021,280	2,017,280	1,820,815	2,076,940	2,049,915	2,081,575
TOTAL	5,480,470	5,413,905	5,086,730	5,390,140	5,540,435	5,607,870

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	2,923,180	2,821,200	2,559,085	2,630,195	2,649,625	2,660,115
Benefits	1,015,555	1,057,915	896,670	854,310	989,770	1,012,470
Subtotal	3,938,735	3,879,115	3,455,755	3,484,505	3,639,395	3,672,585
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	1,482,630	1,410,860	1,523,260	1,655,380	1,672,475	1,697,210
Subtotal	1,482,630	1,410,860	1,523,260	1,655,380	1,672,475	1,697,210
<u>CAPITAL AND OTHER</u>						
Capital Outlay	27,045	42,745	1,920	131,905	15,800	10,800
Internal Service Charges	32,060	81,185	105,795	118,350	212,765	227,275
Subtotal	59,105	123,930	107,715	250,255	228,565	238,075
TOTAL	5,480,470	5,413,905	5,086,730	5,390,140	5,540,435	5,607,870

PARKS AND COMMUNITY SERVICES

FY 2013-2015 Proposed Budget

Department Responsibilities:

The Parks and Community Services Department operates a variety of programs and services for the residents of Benicia. The Department currently maintains and operates 211 developed park and landscaped acres, plus one 577-acre regional park, 35 city-owned buildings, 1 City-owned cemetery, 1 swimming pool facility, and 1 community center. The Department has responsibility for over 68 open space access areas and maintenance of 5 landscape and lighting district.

Significant Budget Changes

Please see Division Narratives

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
PCS Administration Division	5.00	5.00	3.50	3.50	4.00	4.00
Parks Division	16.50	16.50	14.50	14.50	14.50	14.50
Building Maintenance Division	8.50	8.50	9.50	9.50	9.50	9.50
Community Services Division	5.00	5.00	5.00	5.00	5.00	5.00
Sub-Total	35.00	35.00	32.50	32.50	33.00	33.00
Unfunded Positions	4.00	4.00	4.00	4.50	5.00	5.00
Total	31.00	31.00	28.50	28.00	28.00	28.00

PARKS AND COMMUNITY SERVICES

ADMINISTRATION DIVISION

FY 2013-2015 Proposed Budget

Mission:

The Administration Division seeks to improve the quality of life of the Benicia community by providing exceptional programs, services and facilities at a good value to our residents and customers and preserve our city's natural and historic resources.

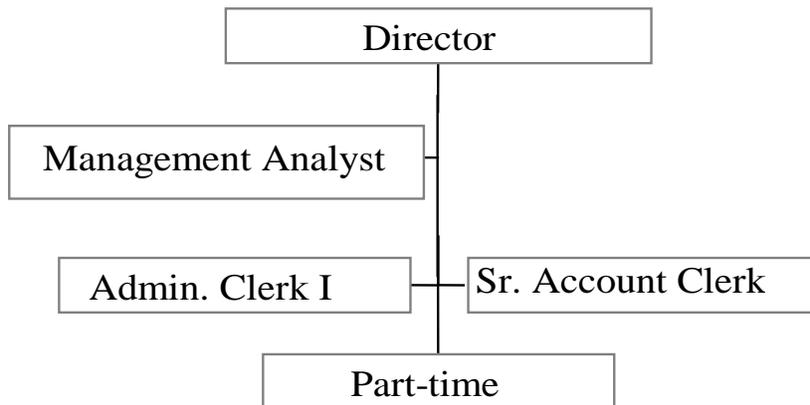
Vision:

Continue to improve customer service and the public image of the Department.

Values:

- Provide courteous, cooperative and quality customer service
- Accessible resource for members of the community
- Passionate about the services we deliver

Division Organization Chart



PARKS AND COMMUNITY SERVICES

ADMINISTRATION DIVISION

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	-	-	1,060	-	-	-
Use of Resources	735,145	723,100	425,565	417,565	505,870	518,275
TOTAL	735,145	723,100	426,625	417,565	505,870	518,275

EXPENDITURES BY DIVISION

Administration	735,145	723,100	426,625	417,565	505,870	518,275
TOTAL	735,145	723,100	426,625	417,565	505,870	518,275

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	519,150	497,645	295,575	288,615	321,355	327,665
Benefits	203,685	210,915	116,715	115,365	166,790	172,250
Subtotal	722,835	708,560	412,290	403,980	488,145	499,915
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	8,310	10,020	9,880	9,140	9,085	9,085
Subtotal	8,310	10,020	9,880	9,140	9,085	9,085
<u>CAPITAL AND OTHER</u>						
Capital Outlay	430	250	545	500	500	500
Internal Service Charges	3,570	4,270	3,910	3,945	8,140	8,775
Subtotal	4,000	4,520	4,455	4,445	8,640	9,275
TOTAL	735,145	723,100	426,625	417,565	505,870	518,275

PARKS AND COMMUNITY SERVICES

ADMINISTRATION DIVISION

FY 2013-2015 Proposed Budget

Division Responsibilities:

The Administration Division is responsible for the overall direction and supervision of the Parks & Community Services Department. The Administration Division provides administrative support for the Parks, Building Maintenance, and Community Services Divisions, including budget management, commission support, long range planning, grant management, personnel management, record keeping, and coordination with other City departments and outside agencies.

Accomplishments/Milestones FY 2011-13:

- Hired a new Full Time Administrative Clerk I.
- Hired a new Part Time Management Analyst.
- An AED unit was installed at the Community Center, and all center staff were trained in CPR/AED.
- Online registration continues to be a convenient method for participants to register for classes and programs from home and work.

Citywide Strategic Plan Action Items:

Strategic Issue #2: Protecting and Enhancing the Environment

Strategy #3: Pursue and adopt sustainable practices

Action 3(a): Pursue LEED certification for community center

Strategic Issue #3: Strengthening Economic and Fiscal Conditions

Strategy #1: Implement Economic Development Strategy

Action 1(e): Complete master plan for Downtown Waterfront Park

Additional Division Priorities:

- Evaluate fees for programs and services.
- Build on the citywide emergency management plan and prepare parks and facilities for citywide emergencies.
- Update the Parks, Trails and Open Space Master Plan.

Performance Measures:

Measure	Actual 2012-13	Target 2013-14	Target 2014-15
Percentage of customers accessing the online registration	4.5%	6%	8%
Number of volunteer hours	2,900	3,000	3,000

Significant Budget Changes:

Assistant Director position was eliminated. The Administrative Secretary position was re-classified to an Administrative Clerk.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Parks & Community Services Director	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Director	1.00	1.00				
Senior Account Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Clerk I	-	-	-	-	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00		
Management Analyst II	1.00	1.00	0.50	0.50	1.00	1.00
Sub-Total	5.00	5.00	3.50	3.50	4.00	4.00
Unfunded Positions	-	-	-	0.50	-	-
Total	5.00	5.00	3.50	3.00	4.00	4.00

Note: The Assistant Director position was eliminated in FY 11-12 and the Admin Secretary position was reclassified to Administrative Clerk in FY 13-14.

PARKS AND COMMUNITY SERVICES

BUILDING MAINTENANCE DIVISION

FY 2013-2015 Proposed Budget

Mission:

To maintain comfortable, safe, well-maintained and functional facilities for public and City employee use.

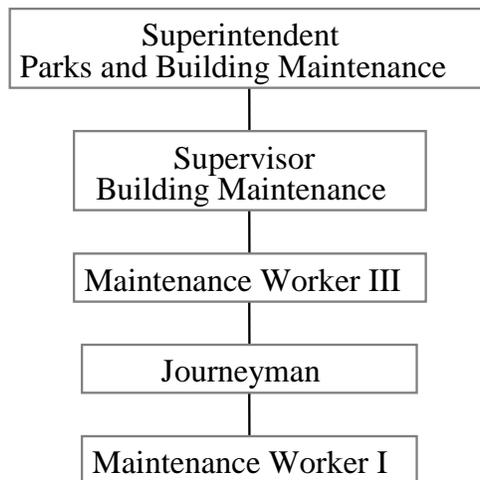
Vision:

To provide safe and well-maintained facilities for public use to enrich the recreational experience of patrons.

Values:

- Work together to promote safety and wellness
- Manage our resources for the benefit of present and future generations
- Promptly reacting to the need of others

Organization Chart



PARKS AND COMMUNITY SERVICES

BUILDING MAINTENANCE DIVISION

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	5,300	1,230	-	-	-	-
Use of Resources	907,985	909,165	984,505	951,380	971,365	983,135
Special Revenue Funds	-	-	390	21,600	25,000	25,000
TOTAL	913,285	910,395	984,895	972,980	996,365	1,008,135

EXPENDITURES BY DIVISION

Building Maintenance	913,285	910,395	984,505	951,380	971,365	983,135
SP Depot Maintenance	-	-	390	21,600	25,000	25,000
TOTAL	913,285	910,395	984,895	972,980	996,365	1,008,135

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	411,080	396,075	446,155	414,130	397,250	399,080
Benefits	210,150	216,200	236,730	206,970	224,730	229,330
Subtotal	621,230	612,275	682,885	621,100	621,980	628,410
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	286,125	285,170	283,410	327,310	340,100	343,100
Subtotal	286,125	285,170	283,410	327,310	340,100	343,100
<u>CAPITAL AND OTHER</u>						
Capital Outlay	-	-	390	4,100	-	-
Internal Service Charges	5,930	12,950	18,210	20,470	34,285	36,625
Subtotal	5,930	12,950	18,600	24,570	34,285	36,625
TOTAL	913,285	910,395	984,895	972,980	996,365	1,008,135

PARKS AND COMMUNITY SERVICES

BUILDING MAINTENANCE DIVISION

FY 2013-2015 Proposed Budget

Division Responsibilities:

The Building Maintenance Division is responsible for managing the maintenance of 35 city-owned facilities, 1 swimming pool facility, and 1 Community Center. The Division performs a wide range of building and equipment repairs, emergency facility calls, preventative maintenance, and building alterations. The Division also manages the work of private vendors who provide specialized maintenance and construction services. Custodial services are provided to ensure a safe and clean environment for users.

Accomplishments/Milestones FY 2011-13:

- Replaced the floor and painted the interior in the Senior Center large room, library, office, craft room, and single restrooms.
- Re-plastered the dive pool at the James Lemos Swim Center.
- Installed two ADA lifts at the James Lemos Swim Center.
- Completed construction of the deck at the Community Center.
- Replaced wood on the canteen benches at Community Park.

Citywide Strategic Plan Action Items:

Strategic Issue 2: Protecting and Enhancing the Environment

Strategy #1: Reduce greenhouse gas emissions and energy consumption

Action 1(b): “Buy green”, if fiscally feasible

Strategy #2: Implement new water conservation projects/programs

Action 2: Pursue water conservation projects as opportunities arise

Strategy #3: Pursue and adopt sustainable practices

Action 3: Pursue LEED certification for community center

Strategic Issue 5: Maintain and Enhance a High Quality of Life

Strategy #4: Preserve City-owned historic structures

Action 4(b): Maintain City-owned historic structures (e.g. Benicia Historical Museum, SP Deport, Clocktower)

Additional Division Priorities:

- Enhance existing facilities by upgrading and renovating the exterior and interior of buildings.
- Expand green management practices to reduce carbon footprint.

Performance Measures:

Measure	Actual 2012-13	Target 2013-14	Target 2014-15
Compliance with maintenance standards (as determined by an inspection completed quarterly for a representative sample of buildings and parks)	N/A	Develop guidelines for the program	
Average time to respond and address a building or parks issue	24 hours	24 hours	24 hours

Significant Budget Changes:

- One unfunded Building Maintenance Worker position.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Parks Landscape & Bldg Maint Journeyman	2.00	2.00	3.00	3.00	2.00	2.00
Parks & Building Maintenance Worker	-	-	-	-	1.00	1.00
Maintenance Worker III	2.00	2.00	2.00	2.00	2.00	2.00
Parks & Community Services Superintendent	0.50	0.50	0.50	0.50	0.50	0.50
Maintenance Custodian	3.00	3.00	3.00	3.00	3.00	3.00
Sub-Total	8.50	8.50	9.50	9.50	9.50	9.50
Unfunded Positions	2.00	2.00	2.00	2.00	3.00	3.00
Total	6.50	6.50	7.50	7.50	6.50	6.50

Note: Two Maintenance Worker positions were unfunded in FY 2009-10. One Parks Landscape & Building Maintenance Journeyman position was reclassified to Parks & Building Maintenance Worker and unfunded in FY 2013-14.

PARKS AND COMMUNITY SERVICES

COMMUNITY SERVICES DIVISION

FY 2013-2015 Proposed Budget

Mission:

The Division's programs and events reach individuals of all ages and walks of life. The Division is continually pursuing ways to meet the community's needs and improve the quality of our programs.

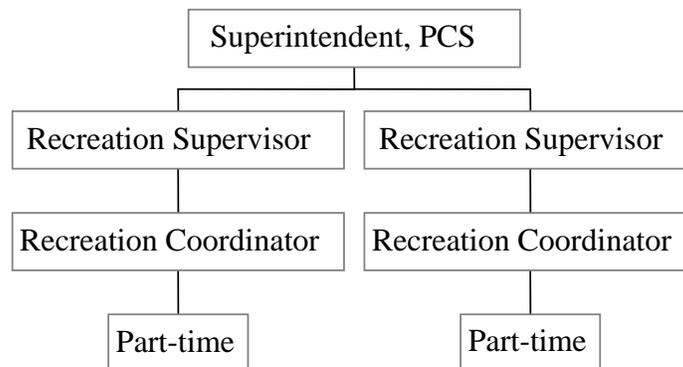
Vision:

Provide healthy and enriching programs and encourage an active lifestyle by offering a variety of recreational experiences.

Values:

- Respond to customers in a genuine, positive, and timely manner
- Trustworthy and courteous
- Professional, while being creative, innovative, flexible and adaptable to community needs
- Committed to involving community members in the processes of planning, funding and creating new facilities and programs

Organization Chart



PARKS AND COMMUNITY SERVICES

COMMUNITY SERVICES DIVISION

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	971,325	967,810	1,065,490	1,085,930	1,085,000	1,085,000
Use of Resources	839,435	795,320	788,905	836,725	903,285	914,885
TOTAL	1,810,760	1,763,130	1,854,395	1,922,655	1,988,285	1,999,885

EXPENDITURES BY DIVISION

Community Services	1,670,710	1,621,420	1,623,065	1,654,785	1,709,645	1,721,115
Community Center	140,050	141,710	231,330	267,870	278,640	278,770
TOTAL	1,810,760	1,763,130	1,854,395	1,922,655	1,988,285	1,999,885

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	1,110,020	1,052,055	1,047,225	1,109,665	1,110,665	1,113,015
Benefits	180,115	186,865	172,665	180,115	190,140	194,735
Subtotal	1,290,135	1,238,920	1,219,890	1,289,780	1,300,805	1,307,750
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	512,480	498,970	599,920	596,800	608,800	608,800
Subtotal	512,480	498,970	599,920	596,800	608,800	608,800
<u>CAPITAL AND OTHER</u>						
Capital Outlay	-	-	285	-	-	-
Internal Service Charges	8,145	25,240	34,300	36,075	78,680	83,335
Subtotal	8,145	25,240	34,585	36,075	78,680	83,335
TOTAL	1,810,760	1,763,130	1,854,395	1,922,655	1,988,285	1,999,885

PARKS AND COMMUNITY SERVICES

COMMUNITY SERVICES DIVISION

FY 2013-2015 Proposed Budget

Division Responsibilities:

The Community Services Division is responsible for providing a wide variety of recreational programs, events, and services to a broad spectrum of individuals and community groups. Programs range from instructional classes, youth and adult sports, after-school program, camps, preschool, facility rentals, and special events. The Division is also responsible for the recreation brochure and the scheduling of City sports fields.

Accomplishments/Milestones FY 2011-13:

- Expanded programs and classes to meet the community's interests and needs.
- Expanded Senior Health and Wellness programs.
- Held Senior Center Lunch Program several times during the year for seniors to socialize and enjoy catering by local restaurants
- Continued to implement a marketing campaign to promote the values of Parks and Recreation.

Citywide Strategic Plan Action Items:

Strategic Issue 5: Maintain and Enhance a High Quality of Life

Strategy #1: Operate community activity centers

Additional Division Priorities:

- Develop and implement opportunities for additional senior programming.
- Continue arts learning by offering classes, camps and incorporating art into after-school and summer camps.

Performance Measures

Measure	Actual 2012-13	Target 2013-14	Target 2014-15
Number of participants registered in recreation classes and programs	11,000	11,200	11,300

Significant Budget Changes:

No significant budget changes.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Parks & Community Services Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00	2.00	2.00	2.00
Recreation Coordinator	2.00	2.00	2.00	2.00	2.00	2.00
Total	5.00	5.00	5.00	5.00	5.00	5.00

PARKS AND COMMUNITY SERVICES

PARKS DIVISION

FY 2013-2015 Proposed Budget

Mission:

The Parks Division is responsible for providing safe landscaped and park facilities to meet the needs of the diverse user groups within the community.

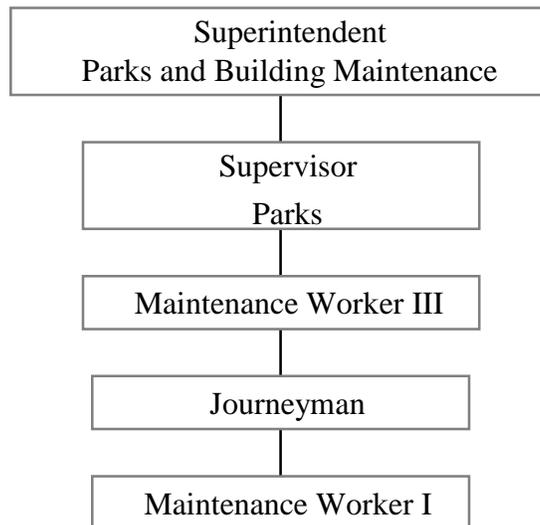
Vision:

Provide safe and well-maintained athletic facilities, play areas, picnic areas, public landscaped areas, and playground structures.

Values:

- Provide quality park facilities to our citizens and our community
- Providing the highest level of service to our community
- Commit to public and employee safety

Division Organization Chart



PARKS AND COMMUNITY SERVICES

PARKS DIVISION

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
General Fund:						
Division Revenues	134,280	39,425	30,235	24,960	21,000	21,000
Use of Resources	1,282,450	1,372,105	1,267,025	1,325,735	1,433,445	1,479,680
Special Revenue Funds	587,935	605,750	523,555	721,245	590,470	580,895
Capital Projects Funds	16,615	-	-	5,000	5,000	-
TOTAL	2,021,280	2,017,280	1,820,815	2,076,940	2,049,915	2,081,575

EXPENDITURES BY DIVISION

Parks	1,152,565	1,140,505	1,116,890	1,159,790	1,240,030	1,280,825
BUSD Fields Maintenance	264,165	271,025	180,370	190,905	214,415	219,855
Tree Maintenance	5,825	2,110	6,000	8,000	17,000	17,000
Valero GNCS Parks	151,800	150,100	69,910	208,805	55,590	29,300
LLAD Zone 1 - Residential	336,895	322,845	313,950	336,610	336,295	347,455
LLAD Zone 2 - Fleetside	58,270	84,425	88,750	103,000	115,205	118,320
LLAD Zone 3 - Goodyear	3,005	4,410	5,025	6,740	7,265	7,430
LLAD Zone 4 - East 2nd Street	24,720	27,640	25,780	31,435	34,090	35,905
LLAD Zone 5 - Columbus Pkwy	7,420	14,220	14,140	26,655	25,025	25,485
Park Dedication	16,615	-	-	5,000	5,000	-
TOTAL	2,021,280	2,017,280	1,820,815	2,076,940	2,049,915	2,081,575

CHARACTER OF EXPENDITURES

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	882,930	875,425	770,130	817,785	820,355	820,355
Benefits	421,605	443,935	370,560	351,860	408,110	416,155
Subtotal	1,304,535	1,319,360	1,140,690	1,169,645	1,228,465	1,236,510
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	675,715	616,700	630,050	722,130	714,490	736,225
Subtotal	675,715	616,700	630,050	722,130	714,490	736,225
<u>CAPITAL AND OTHER</u>						
Capital Outlay	26,615	42,495	700	127,305	15,300	10,300
Internal Service Charges	14,415	38,725	49,375	57,860	91,660	98,540
Subtotal	41,030	81,220	50,075	185,165	106,960	108,840
TOTAL	2,021,280	2,017,280	1,820,815	2,076,940	2,049,915	2,081,575

PARKS AND COMMUNITY SERVICES

PARKS DIVISION

FY 2013-2015 Proposed Budget

Division Responsibilities:

The Parks Division upgrades and maintains a 577-acre regional park, 68 open space access areas, and approximately 211 developed acres of park and landscape areas including the City Cemetery and 5 Lighting and Landscape Districts.

Accomplishments/Milestones FY 2011-13:

- Continued our efforts to eliminate hazards and liability issues in parks.
- Replaced the playground structure at Jack London Park.
- Continued the Integrated Pest Management program to minimize chemical usage in the park system.
- Continued the annual tree maintenance program.
- Replaced sections of the asphalt road at the City Cemetery.
- Constructed a portion of Soroptomist Grove at Community Park.
- Constructed 9 hole Disc Golf course at Community Park.
- Tree City USA-5 years
- Collaborated with BUSD to construct a girls softball field at BHS.
- Continued to maintain safe and playable turf areas at BUSD facilities.
- Maintained clean, usable public landscaped areas in the Lighting and Landscape Districts

Citywide Strategic Plan Action Items:

STRATEGIC ISSUE #2: Protecting and Enhancing the Environment

Strategy 2: Implement new water conservation projects/programs

Action 2: Pursue water conservation projects as opportunities arise

STRATEGIC ISSUE #4: Preserving and Enhancing Infrastructure

STRATEGIC ISSUE #5: Maintain and Enhance a High Quality of Life

Additional Division Priorities:

- Repair and replace playground structures and park equipment as necessary.
- Actively pursue opportunities to fund projects within park sites.
- Complete implementation of satellite watering system.
- Continue maintenance and upkeep of all Landscape and Lighting Districts.
- Address the projected funding shortage in specific Landscape and Lighting Districts to ensure service levels are not impacted.

Performance Measures:

Measure	Actual 2012-13	Target 2013-14	Target 2014-15
Average time to respond and address a building or parks issue	24 hours	24 hours	24 hours
Cubic yards of mulch delivered (assist with water conservation and weed control)	225	250	275
Number of park sites with the evapotranspiration controller irrigation system (satellite irrigation)	6	7	8

Significant Budget Changes:

There were no significant budget changes from the prior budget cycle.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Parks & Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Parks Landscape & Bldg Maint Journeyman	8.00	8.00	9.00	9.00	9.00	9.00
Parks & Building Worker	2.00	2.00	-	-	-	-
Maintenance Worker III	3.00	3.00	2.00	2.00	2.00	2.00
Irrigation Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Parks & Community Services Superintendent	0.50	0.50	0.50	0.50	0.50	0.50
Maintenance Custodian	1.00	1.00	1.00	1.00	1.00	1.00
Sub-Total	16.50	16.50	14.50	14.50	14.50	14.50
Unfunded Positions	2.00	2.00	2.00	2.00	2.00	2.00
Total	14.50	14.50	12.50	12.50	12.50	12.50

PUBLIC WORKS

PUBLIC WORKS

FY 2013-2015 Proposed Budget

Mission:

Provide excellent, responsive service, focusing on clean water, safe streets, development assistance and sustainability.

Vision:

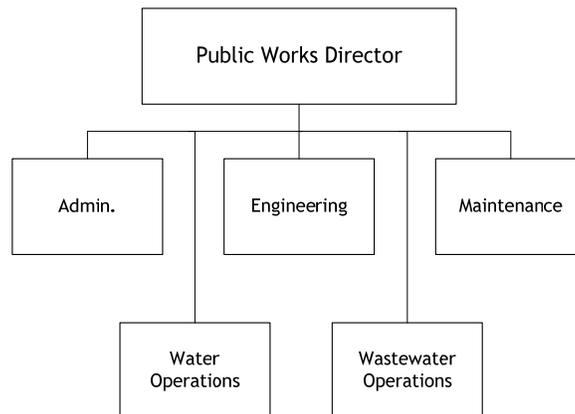
Anticipate and accommodate the diverse needs of our residents and businesses in accordance with the City's General Plan and Strategic Plan to provide:

- A response plan to maintain/restore public services in an emergency
- Reliable, high quality water treatment and distribution service
- Reliable, high quality wastewater treatment and collection service
- A safe and convenient roadway, bicycle and walkway system
- Efficient review of development and permit applications
- A sustainable fleet management program
- A storm water program for flood control and environmental protection

Values:

- Provide courteous, cooperative customer service within the resources available
- Collaborate actively with colleagues both within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each other's successes
- Maintain accountability to perform the highest quality and most efficient work

Organizational Chart



PUBLIC WORKS

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Department Revenues	100,135	109,815	109,960	64,300	51,310	51,310
Use of Resources	1,758,965	1,679,980	1,450,275	1,220,875	1,368,295	1,383,680
Special Revenue Funds	513,265	363,060	400,795	664,840	512,515	427,335
Capital Projects Funds	57,035	89,680	122,510	148,730	89,700	88,595
Internal Service Funds	395,460	361,840	335,565	342,345	366,505	361,750
Enterprise Funds	9,739,535	9,581,890	9,587,375	10,891,995	12,621,335	12,521,465
TOTAL	12,564,395	12,186,265	12,006,480	13,333,085	15,009,660	14,834,135

EXPENDITURES BY DIVISION

Administration Division	591,520	629,975	484,275	369,190	396,675	385,335
Engineering Division	481,285	400,390	222,630	194,060	230,820	234,905
Fleet Maintenance Division	395,460	361,840	335,565	342,345	366,505	361,750
Storm Water Division	145,640	149,615	141,935	200,000	262,255	267,480
Street Maintenance Division	1,328,660	1,278,750	1,311,745	1,580,055	1,387,050	1,319,820
Wastewater Operations Division	4,329,365	4,189,545	4,218,945	4,974,120	6,242,825	6,208,030
Water Operations Division	5,292,465	5,176,150	5,291,385	5,673,315	6,123,530	6,056,815
TOTAL	12,564,395	12,186,265	12,006,480	13,333,085	15,009,660	14,834,135

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	4,562,830	4,350,300	4,268,440	4,406,790	4,518,855	4,516,910
Benefits	1,847,750	1,909,630	1,797,680	1,730,285	2,084,535	2,131,840
Subtotal	6,410,580	6,259,930	6,066,120	6,137,075	6,603,390	6,648,750
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	4,393,960	4,215,480	4,386,185	5,332,265	6,245,545	6,082,645
Subtotal	4,393,960	4,215,480	4,386,185	5,332,265	6,245,545	6,082,645
<u>CAPITAL AND OTHER</u>						
Capital Outlay	410,710	289,460	246,040	626,655	507,615	482,130
Internal Service Charges	1,349,145	1,421,395	1,308,135	1,237,090	1,653,110	1,620,610
Subtotal	1,759,855	1,710,855	1,554,175	1,863,745	2,160,725	2,102,740
TOTAL	12,564,395	12,186,265	12,006,480	13,333,085	15,009,660	14,834,135

PUBLIC WORKS

FY 2013-2015 Proposed Budget

Department Responsibilities:

The Public Works Department is comprised of five divisions: Administration, Engineering, Water Operations, Wastewater Operations, and Maintenance.

The department provides for the operations, maintenance and repair of the City's public infrastructure, including the street system, storm drain system, water transmission, treatment and distribution system, wastewater treatment, collection and discharge system, and the citywide fleet management program. The department also manages numerous capital improvement projects (CIPs), the storm water and water quality programs, the traffic engineering (traffic calming) program and engineering oversight of development projects. The Public Works Department also administers the annual marina dredging episode, and in 2013-2015 will administer the recycling (2) and garbage contracts.

The department is organized as follows:

- Administration
- Engineering
 - CIP, development review, and traffic programs
 - Storm Water Management Program
 - Regional Transportation advocacy for funding and grants
- Water Operations
 - Water Treatment Plant
 - Water Treatment Laboratory
- Wastewater Operations
 - Wastewater Treatment Plant
 - Wastewater Treatment Laboratory
- Maintenance
 - Streets
 - Water Distribution
 - Sewer Collection
 - Fleet Management Program

This budget document includes a separate section for each division with a brief narrative, list of accomplishments, priorities for the upcoming two-year period, staff summary and a breakdown of costs. The Storm Water Management Program is listed as a separate section, as are the Street and Fleet functions of the Maintenance Division. The Water Quality and Maintenance Division are included in the Water and Wastewater Division budgets. In addition, the budget includes separate sections for the following capital improvement projects managed by the department:

- Streets Section of the Maintenance Division
- Fleet Services Section of the Maintenance Division
- Transportation Projects (gas tax, traffic impact fee, general fund and special fund projects/programs)
- Water Projects (operations/maintenance and connection fee projects)
- Wastewater Projects (operations/maintenance and connection fee projects)

Accomplishments/Milestones Fiscal Years 2009-2011:

Please refer to division narratives.

Citywide Strategic Plan Action Items:

Please refer to division budgets for Citywide Strategic Plan Action Items specific to each division.

Additional Department Priorities:

- **Streets and Drainage**

Streets assessment is needed in the future for the long-term sustainability of the transportation network as a whole and to optimize the funding that is spent on streets. *Currently, there is a \$38M backlog of pavement projects needed to raise the Pavement Condition Index (PCI) to a cost-effective condition that would only require slurry sealing every 7 to 10 years. To maintain the current PCI of 62, the City would need \$1.4M/year but even then, deferred maintenance increases from \$16M to \$32M after 5 years (due to an increase in streets needing costly reconstruction). At the current investment level the City is making using available gas tax revenues, the PCI will drop to 56 over the next 5 years with deferred maintenance increasing to \$35M.*

In addition, significant flooding occurred in December 2012, and brought to light drainage deficiencies which have cost \$ 470,000 in claims to date. To avoid future storm damage and costly claims, the City would need to conduct a hydrologic/hydraulic analysis of the storm drain system south of I780 and develop a capital infrastructure plan to address these issues.

Addressing pavement condition and drainage within the City's streets is an investment in the community that cannot be deferred. The public safety and emergency response systems rely on our roadways to reach our citizens. Every day, our community uses our streets to navigate the community to get to their homes and businesses and shop for basic necessities.

- **Industrial Park infrastructure improvements**

Please refer to division budgets for additional department priorities.

Desired Outcomes and Performance Measures:

Please refer to division budgets.

Significant Budget Changes:

The significant issue facing Public Works activities over the next two years is the lack of funding available to proceed with critically needed improvements to the citywide street network, City-owned bridges, and other high priority projects. A summary of these funding needs is outlined below:

- **Maintenance of Citywide Street Network**

- Funding required to keep streets from deteriorating further
 - \$1,000,000 per year needed to maintain citywide existing pavement condition rating of 62 (fair)
 - \$2 million per year needed to improve citywide pavement condition rating to 70 (good)

- **Funding required for other priority projects**
 - Earthquake & Disaster Preparedness - \$25,000 per year in additional funding required
 - West Channel RR Bridge Removal - \$100,000 in additional funding required
 - First Street Special Event Safety Bollards - \$50,000 in additional funding required

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2010-11	Actual 2011-12	Actual 2012-13	Proposed 2013-14	Proposed 2014-15
Administration	2.60	2.60	1.10	1.10	1.10
Engineering	3.03	3.20	4.00	4.00	4.00
Streets Maintenance	6.80	6.80	6.80	6.55	6.55
Fleet Maintenance	3.35	3.35	3.25	3.00	3.00
Water Ops & Maint	22.85	23.10	23.35	23.60	23.60
Wastewater Ops & Maint	21.00	21.25	21.50	24.35	24.35
Sub-total	59.63	60.30	60.00	62.60	62.60
Unfunded Positions	(1.00)	(3.00)	(3.00)	(5.25)	(5.25)
Total	58.63	57.30	57.00	57.35	57.35

PUBLIC WORKS
ADMINISTRATION DIVISION
FY 2013-2015 Proposed Budget

Mission:

Provide excellent, responsive service, focusing on clean water, safe streets, development assistance and sustainability.

Vision:

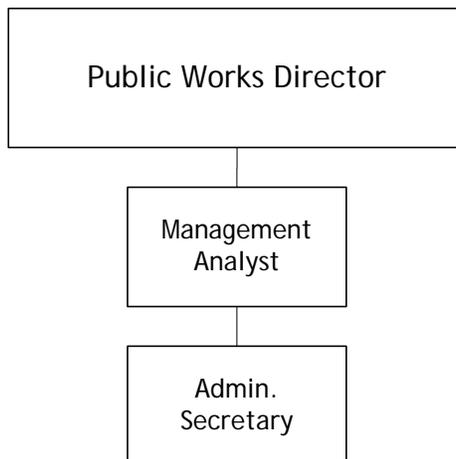
Anticipate and accommodate the diverse needs of our residents and businesses in accordance with the City's General Plan and Strategic Plan to provide:

- A response plan to maintain/restore public services in an emergency
- Reliable, high quality water treatment and distribution service
- Reliable, high quality wastewater treatment and collection service
- A safe and convenient roadway, bicycle and walkway system
- Efficient review of development and permit applications
- A sustainable fleet management program
- A storm water program for flood control and environmental protection

Values:

- Provide courteous, cooperative customer service within the resources available
- Collaborate actively with colleagues both within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each other's successes
- Maintain accountability to perform the highest quality and most efficient work

Division Organizational Chart



PUBLIC WORKS
ADMINISTRATION DIVISION
FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	10	-	-	-	-	-
Use of Resources	460,975	403,915	392,770	111,250	120,500	121,215
Special Revenue Funds	12,830	9,865	14,460	13,380	21,195	7,500
Enterprise Funds	117,705	216,195	77,045	244,560	254,980	256,620
TOTAL	591,520	629,975	484,275	369,190	396,675	385,335

EXPENDITURES BY DIVISION

Administration	460,985	403,915	392,770	111,250	120,500	121,215
Recycling Grants	12,830	9,865	14,460	13,380	21,195	7,500
Marina Operations	117,705	216,195	77,045	244,560	254,980	256,620
TOTAL	591,520	629,975	484,275	369,190	396,675	385,335

CHARACTER OF EXPENDITURES

PERSONNEL

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
Salaries and Wages	334,745	277,775	275,850	73,580	75,665	75,665
Benefits	119,360	120,535	110,830	31,590	35,425	36,215
Subtotal	454,105	398,310	386,680	105,170	111,090	111,880

SERVICES AND SUPPLIES

Services and Supplies	122,495	219,575	80,155	248,710	261,835	263,775
Subtotal	122,495	219,575	80,155	248,710	261,835	263,775

CAPITAL AND OTHER

Capital Outlay	12,830	9,865	14,520	14,200	21,695	7,500
Internal Service Charges	2,090	2,225	2,920	1,110	2,055	2,180
Subtotal	14,920	12,090	17,440	15,310	23,750	9,680

TOTAL	591,520	629,975	484,275	369,190	396,675	385,335
--------------	----------------	----------------	----------------	----------------	----------------	----------------

PUBLIC WORKS
ADMINISTRATION DIVISION
FY 2013-2015 Proposed Budget

Division Responsibilities:

The Administration Division is responsible for overall direction and supervision of the Public Works Department.

The Administration Division provides administrative support services for the Engineering, Water, Wastewater and Maintenance Divisions as determined by the Director. Included in these services are budget management, commission support, long range planning for infrastructure needs, traffic engineering services, personnel management, record-keeping management and coordination with other City departments and outside agencies.

Accomplishments/Milestones Fiscal Years 2011 – 2013:

- Enhanced the Department’s involvement with the community and in public education, through neighborhood meetings, educational displays, school education programs
- Conducted comprehensive outreach to the community to educate and inform them of needed rate increases for water and sewer

Citywide Strategic Plan Action Items:

STRATEGIC ISSUE #4: Preserving and Enhancing Infrastructure

Strategy #2: Increase use of mass transit

Action 2(a): Complete plans for and begin construction of a park-and-ride facility at W. Military at Southampton

Action 2(b): Pursue designation for a WETA-Ferry stop in downtown area

Action 2(c): Continue planning for an intermodal transportation station in vicinity of Benicia Industrial Park and proposed Benicia Business Park

STRATEGIC ISSUE #5: Maintain and Enhance a High Quality of Life

Strategy #2: Implement the Downtown Master Plan

Action 2(a): Pursue outside funds for Downtown improvements (streetscape, parking and traffic calming enhancements)

Additional Division Priorities:

Refer to the other Public Works Department division narratives for specific priorities that the Administration Division supports within the Public Works Department.

Desired Outcomes & Performance Measures:

Desired outcomes and performance measures that the Administrative Division supports are listed for each division within the Public Works Department to monitor the progress of projects and programs that will be pursued in the 2013-15 budget.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2010-11	Actual 2011-12	Actual 2012-13	Proposed 2013-14	Proposed 2014-15
Director (a)	0.70	0.70	0.20	0.20	0.20
Assistant Director (b)	0.20	0.20	0.20	0.20	0.20
Management Analyst II (c)	1.00	1.00	-	-	-
Administrative Secretary (d)	0.70	0.70	0.70	0.70	0.70
Sr. Administrative Clerk (e)	-	-	-	-	-
Sub-total	2.60	2.60	1.10	1.10	1.10
*Unfunded Positions	-	(0.20)	(0.20)	(0.20)	(0.20)
Total	2.60	2.40	0.90	0.90	0.90

Notes:

- (a) FY 2012-15 funded 20% PW Admin, 40% Water and 40% Wastewater.
- (b) Position unfunded as of May 2011. Funded 20% PW Admin, 40% Water and 40% Wastewater.
- (c) Public Works and Community Development split from 1 to 2 departments effective July 2012. The Management Analyst previously funded from PW Admin is funded through Community Development as of FY 12/13.
- (d) Funded 70% PW Admin, 15% Water and 15% Wastewater.
- (e) Position has been eliminated.

PUBLIC WORKS
ENGINEERING DIVISION
FY 2013-2015 Proposed Budget

Mission:

Provide excellent, responsive service, focusing on clean water, safe streets, development assistance and sustainability.

Vision:

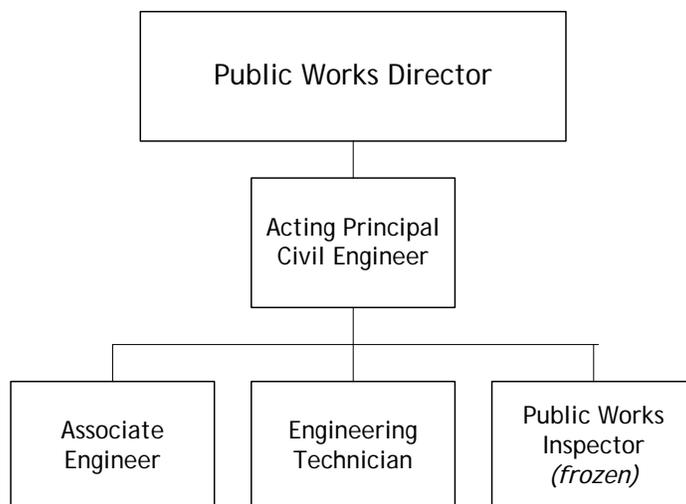
Anticipate and accommodate the diverse needs of our residents and businesses in accordance with the City's General Plan and Strategic Plan to provide:

- A response plan to maintain/restore public services in an emergency
- Reliable, high quality water treatment and distribution service
- Reliable, high quality wastewater treatment and collection service
- A safe and convenient roadway, bicycle and walkway system
- Efficient review of development and permit applications
- A storm water program for flood control and environmental protection

Values:

- Provide courteous, cooperative customer service within the resources available
- Collaborate actively with colleagues both within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each other's successes
- Maintain accountability to perform the highest quality and most efficient work

Division Organizational Chart



PUBLIC WORKS
ENGINEERING DIVISION
FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	59,565	62,130	53,780	44,300	15,310	15,310
Use of Resources	421,720	338,260	168,850	149,760	215,510	219,595
TOTAL	481,285	400,390	222,630	194,060	230,820	234,905

EXPENDITURES BY DIVISION

Engineering	481,285	400,390	222,630	194,060	230,820	234,905
TOTAL	481,285	400,390	222,630	194,060	230,820	234,905

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	284,480	253,935	123,245	105,240	126,575	128,110
Benefits	128,080	117,365	56,725	46,410	59,880	61,675
Subtotal	412,560	371,300	179,970	151,650	186,455	189,785
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	65,075	23,445	36,825	35,840	37,180	37,330
Subtotal	65,075	23,445	36,825	35,840	37,180	37,330
<u>CAPITAL AND OTHER</u>						
Capital Outlay	-	-	60	820	-	-
Internal Service Charges	3,650	5,645	5,775	5,750	7,185	7,790
Subtotal	3,650	5,645	5,835	6,570	7,185	7,790
TOTAL	481,285	400,390	222,630	194,060	230,820	234,905

PUBLIC WORKS
ENGINEERING DIVISION
FY 2013-2015 Proposed Budget

Division Responsibilities:

The Engineering Division provides technical advice and assistance to the public, other City departments, and outside agencies. Engineering services include planning, design, inspection, construction management, and contract administration for the City's public works construction projects. The division provides preliminary analysis and review of new residential and commercial development, plan checking, and inspection of public improvements. This division performs traffic engineering including the City's Traffic Calming Program, and also processes encroachment, grading, and stormwater permits. This division also provides City representation on transportation issues including staff participation in STA and SolTrans. Citizen inquiries relating to public facilities, drainage, traffic, dredging and safety issues are reviewed and acted on by this division. Contract employees and private consulting firms support this division by providing design, construction management and inspection services on a project-by-project basis.

Accomplishments/Milestones Fiscal Years 2011-2013:

- East 2nd Street Waterline Replacement
- 2011 & 2012 Asphalt Overlay Projects
- 2012 Slurry Seal Project
- Park Road Sidewalk Connector Project
- Downtown Intermodal Facilities Project
- 2011 & 2012 Marina Dredging Projects
- Completed Design for the Western Gateway Intermodal Project
- Completed Design for the Rose Drive Traffic Calming Project
- Issued 268 Encroachment Permits in 2011 and 128 in 2012

Citywide Strategic Plan Action Items:

STRATEGIC ISSUE #4: Preserving and Enhancing Infrastructure

Strategy #1: Provide safe, functional, and complete streets

 Action 1(e): Implement traffic calming work program

Strategy #2: Increase use of mass transit

 Action 2(a): Complete plans for and begin construction of a park-and-ride facility at W. Military at Southampton

Additional Division Priorities:

- Pursue additional funding necessary to supplement gas tax for citywide street maintenance needs.
- Pursue outside funding for major traffic calming and pedestrian friendly enhancements.
- Pursue outside funding for additional bicycle, pedestrian and safe routes to school facilities.
- Enhance public education and involvement in the implementation of City projects and programs.
- Administer the Capital Improvement Program.
- Coordinate with the Solano Transportation Authority on regional transportation issues.

- Coordinate with SolTrans, the Benicia-Vallejo public bus transit provider, on service to Benicia.
- Administer the Storm Water Program.

Desired Outcomes & Performance Measures:

Desired Outcomes

- Expedient processing of encroachment permit applications
- Enhance joint sidewalk program to improve walkability & reduce liability
- Implement neighborhood traffic calming programs/improvements

Performance Measures

Operational Expectations	Actual 2011/12	Projected 2013	Projected 2014	Projected 2015
Average permit processing time (days)	4	4	4	4
Square feet of sidewalk repair facilitated to increase public safety	1900	1375	1300	1300
Number of traffic calming requests processed	1	2	2	2
Sidewalk ramps constructed	3	3	3	3

Significant Budget Changes:

No significant new budget changes for this division.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Proposed 2013-14	Proposed 2014-15
Land Use & Eng. Mgr. (a)	0.33	0.33	0.33	0.33	-	-
City Engineer (b)	0.80	-	-	-	-	-
Principal Engineer* (c)	-	-	1.00	1.00	1.00	1.00
Senior Civil Engineer (d)	0.50	0.50	0.50	0.50	0.50	0.50
Assistant Engineer	0.50	-	-	-	-	-
Public Works Inspector* (e)	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Tech I/II	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst I/II (a)	0.50	0.50	-	-	-	-
Associate Engineer (f)	-	-	0.50	0.50	0.50	0.50
Sr Admin Clerk (a)	1.00	0.20	0.20	-	-	-
Sub-total	5.63	3.53	4.53	4.33	4.00	4.00
*Unfunded Positions	(1.00)	(1.00)	(1.33)	(1.33)	(2.25)	(2.25)
Total	4.63	2.53	3.20	3.00	1.75	1.75

(a) Position has been eliminated.

(b) Public Works Director also serves as the City Engineer.

(c) Acting pay is funded 37.5% Engineering, 12.5% Traffic Mitigation, 25% Water and 25% Wastewater.

(d) Funded 37.5% Engineering, 12.5% Traffic Mitigation, 25% Water and 25% Wastewater.

(e) Position is frozen.

(f) Funded 12.5% Engineering, 12.5% Traffic Mitigation, 25% Streets/Gas Tax, 25% Water and 25% Wastewater.

PUBLIC WORKS
FLEET MAINTENANCE DIVISION
FY 2013-2015 Proposed Budget

Mission:

Provide excellent, responsive service.

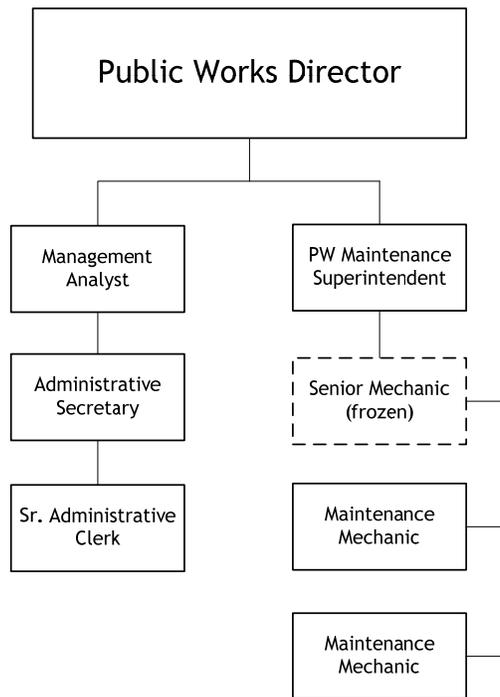
Vision:

Anticipate and accommodate the diverse needs of our residents and businesses in accordance with the City's General Plan and Strategic Plan to provide a sustainable fleet management program.

Values:

- Provide courteous, cooperative customer service within the resources available
- Collaborate actively with colleagues both within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each other's successes
- Maintain accountability to perform the highest quality and most efficient work

Division Organization Chart



PUBLIC WORKS
FLEET MAINTENANCE DIVISION
FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
Internal Service Funds	395,460	361,840	335,565	342,345	366,505	361,750
TOTAL	395,460	361,840	335,565	342,345	366,505	361,750

EXPENDITURES BY DIVISION

Fleet Maintenance	395,460	361,840	335,565	342,345	366,505	361,750
TOTAL	395,460	361,840	335,565	342,345	366,505	361,750

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	210,035	175,485	153,790	155,500	136,990	136,990
Benefits	81,920	81,145	64,330	60,920	58,665	60,075
Subtotal	291,955	256,630	218,120	216,420	195,655	197,065
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	71,845	74,530	86,525	95,425	136,570	127,980
Subtotal	71,845	74,530	86,525	95,425	136,570	127,980
<u>CAPITAL AND OTHER</u>						
Capital Outlay	3,335	3,305	3,765	6,955	4,200	4,000
Internal Service Charges	28,325	27,375	27,155	23,545	30,080	32,705
Subtotal	31,660	30,680	30,920	30,500	34,280	36,705
TOTAL	395,460	361,840	335,565	342,345	366,505	361,750

PUBLIC WORKS
FLEET MAINTENANCE DIVISION
FY 2013-2015 Proposed Budget

Division Responsibilities:

The Fleet and Equipment Services section of the Maintenance Division provides vehicle and equipment maintenance and repair services for all City departments including the Police and Fire Departments. Their work includes preventative maintenance, corrective maintenance, safety checks, fuel dispensing and monitoring, fleet maintenance, vehicle painting and bodywork. The Maintenance Division also operates the diesel and gasoline fuel storage tanks.

Accomplishments/Milestones FY 2011 - 2013:

Since FY 09/10, Fleet and Equipment Services staff has maintained the same level of service even with the Senior Mechanic position placed in frozen status. In addition to providing routine maintenance service for over 190 City vehicles, this division has also performed specialty work on many vehicles. This includes modifications to meet specific needs of various departments such as bodywork/repainting, fabrication to accommodate unique equipment needs for various departments, and installation of emergency equipment on fire and police vehicles. This division also provides rehabilitation work to keep vehicles with good maintenance records in service longer, and fast turnaround work on emergency vehicles to ensure minimum “down time” on these critical vehicles that need to remain in service 24 hours a day. In addition, division staff have integrated the fuel management system with the fleet management system and implemented a customer feedback program.

Additional Division Priorities:

- Complete scheduled improvements and maintain all of our infrastructure to meet safety and other regulatory standards.
- Maintain an ongoing training program to enhance staff’s capabilities and assure continued staff safety.
- Conduct ongoing training and periodic reviews/updates to the public works emergency response plan and coordinate with the citywide plan.
- Continue implementation of the Benicia Air Friendly Vehicle strategy.
- Conduct a total fleet inventory audit and update recordkeeping.
- Research transitioning into Compressed Natural Gas (CNG) Technology

Desired Outcome & Performance Measure

Desired Outcome: Prompt repairs to first responder vehicles for enhanced disaster preparedness

Performance Measure

Measure	Actual 2012	Projected 2013	Proposed 2014	Proposed 2015
Maintenance time (average hours/vehicle)	8	7	7	7

Significant Budget Changes:

No significant new budget changes for this division.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Proposed 2013-14	Proposed 2014-15
Senior Mechanic*	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic	2.00	2.00	2.00	2.00	2.00	2.00
Sr. Administrative Clerk (a)	0.50	0.35	0.35	0.25	-	-
Sub-total	3.50	3.35	3.35	3.25	3.00	3.00
*Unfunded Position	(0.50)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
Total	3.00	2.35	2.35	2.25	2.00	2.00

(a) FY 10-12 included partial funding of 2 Sr. Admin Clerks (25% for Sr. Admin Clerk at Corp Yard and 10% of Sr. Admin Clerk at City Hall.) Sr. Admin Clerk at Corp Yard will be funded 50% water and 50% wastewater and the Sr. Admin Clerk position at City Hall has been eliminated.

PUBLIC WORKS
STORMWATER DIVISION
FY 2013-2015 Proposed Budget

Mission:

Provide excellent, responsive service, focusing on clean water and sustainability.

Vision:

Anticipate and accommodate the diverse needs of our residents and businesses in accordance with the City's General Plan and Strategic Plan to provide a stormwater program for flood control and environmental protection.

Values:

- Provide courteous, cooperative customer service within the resources available
- Collaborate actively with colleagues both within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each other's successes
- Maintain accountability to perform the highest quality and most efficient work

Division Responsibilities:

The Storm Water Improvement Fund ensures the City's stormwater program is completed each year. The program's focus is to assure runoff is environmentally sustainable and complies with the State Water Resources Control Board's Phase II Small Municipal Separate Storm Sewer System (MS4) Permit. This is achieved through the administration of the City's Stormwater Management Program which contains 11 programmatic elements consisting of: Program Management, Education and Outreach, Public Involvement and Participation, Illicit Discharge Detection and Elimination, Construction Site Storm Water Runoff Control Program, Pollution Prevention/Good Housekeeping For Permittee Operations, Post-Construction Stormwater Management, Water Quality Monitoring, Program Effectiveness Assessment and Improvement, Total Maximum Daily Loads Compliance Requirements, and Annual Reporting Program. This Fund also includes the City's street sweeping program, which is a component of the stormwater program.

PUBLIC WORKS
STORMWATER DIVISION
FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	1,125	25,930	41,855	20,000	36,000	36,000
Use of Resources	144,515	123,685	100,080	180,000	226,255	231,480
TOTAL	145,640	149,615	141,935	200,000	262,255	267,480

EXPENDITURES BY DIVISION

Storm Water	145,640	149,615	141,935	200,000	262,255	267,480
TOTAL	145,640	149,615	141,935	200,000	262,255	267,480

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	145,640	149,615	141,935	194,000	256,255	261,480
Subtotal	145,640	149,615	141,935	194,000	256,255	261,480
<u>CAPITAL AND OTHER</u>						
Capital Outlay	-	-	-	6,000	6,000	6,000
Subtotal	-	-	-	6,000	6,000	6,000
TOTAL	145,640	149,615	141,935	200,000	262,255	267,480

PUBLIC WORKS
STORMWATER DIVISION
FY 2013-2015 Proposed Budget

Accomplishments/Milestones Fiscal Years 2011-2013:

Highlights under the Fiscal Year 2011-12 Permit¹ include:

- Coastal Cleanup Day – 916 volunteers collected 2,654 lbs. of trash.
- Inspection Program – 21 onsite inspections were performed at industrial and commercial facilities to ensure pollutants would not enter the storm drain system and included corrective action on 3 sites.
- Street Sweeping Program – Swept 97 curb miles monthly and captured 1,071 cubic yards of debris that would have otherwise entered the storm water system.
- Catch Basin Maintenance – Inspected and cleaned 105 catch basins
- Pet Waste Pickup Program – Provided plastic bags for pet waste on trails along the waterfront and open space.
- Professional Development – Stormwater Program Manager received Qualified Storm Water Pollution Prevention Plan Developer certification.
- Conducted outreach to the public at the Farmer’s Market and through Coastal Cleanup Day.

¹2012-13 Permit reporting period has not yet concluded.

Citywide Strategic Plan Action Items:

STRATEGIC ISSUE #2: Protecting and Enhancing the Environment

Strategy # 3: Pursue and adopt sustainable practices

Additional Division Priorities:

Transition into the new Phase II permit which expands the program from 6 elements to the 11 elements listed above. New activities will include:

- Create and maintain up-to-date and accurate outfall maps.
- Create an inventory of all industrial/commercial facilities and update annually.
- Sample any flowing outfalls once a year during the dry season.
- Develop written procedures for investigating flowing outfalls to reduce or eliminate illicit discharges.
- Implement procedures to assess and prioritize maintenance of storm drain system infrastructure. Assign a priority to each facility based on accumulation of sediment, trash and/or debris.
- Implement a landscape design and maintenance program to reduce the amount of water, pesticides and fertilizers used by the City.
- Require implementation of site design measures on projects that create or replace 2,500-5,000 SF impervious area (including single family homes).
- Implement standards on projects that create or replace >5,000 SF impervious area (Regulated Projects).
- Implement Low Impact Development (LID) standards to treat storm water and provide baseline hydromodification management to meet numeric sizing criteria.
- Conduct an analysis of the landscape code to correct gaps hindering post construction requirements.

Desired Outcomes & Performance Measures:

Desired Outcomes

- Maintain high standards for storm water quality
- Meet or exceed all requirements in the Phase II Small MS4 Permit
- Administer the project in a cost effective manner.

Performance Measures

Given available funding, meet or exceed the standards in the more stringent, expanded Phase II Permit. The Permit includes an effectiveness assessment and improvement plan element to measure the success of the program.

Significant Budget Changes:

An additional \$50,000 has been budgeted to cover the cost of the new expanded Phase II permit, which will be phased in over the next 3 years.

PUBLIC WORKS
STREET MAINTENANCE DIVISION
FY 2013-2015 Proposed Budget

Mission:

Provide excellent, responsive service focusing on safe streets.

Vision:

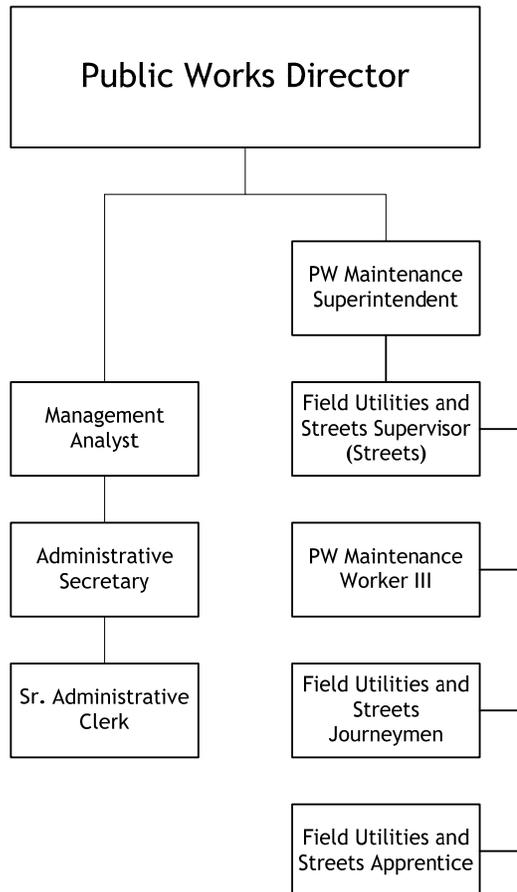
Anticipate and accommodate the diverse needs of our residents and businesses in accordance with the City's General Plan and Strategic Plan to provide:

- A response plan to maintain/restore public services in an emergency
- A safe and convenient roadway, bicycle and walkway system

Values:

- Provide courteous, cooperative customer service within the resources available
- Collaborate actively with colleagues both within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each other's successes
- Maintain accountability to perform the highest quality and most efficient work

Division Organizational Chart



PUBLIC WORKS
STREET MAINTENANCE DIVISION
FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Division Revenues	39,435	21,755	14,325	-	-	-
Use of Resources	731,755	814,120	788,575	779,865	806,030	811,390
Special Revenue Funds	500,435	353,195	386,335	651,460	491,320	419,835
Capital Projects Funds	57,035	89,680	122,510	148,730	89,700	88,595
TOTAL	1,328,660	1,278,750	1,311,745	1,580,055	1,387,050	1,319,820

EXPENDITURES BY DIVISION

Street Maintenance	771,190	835,875	802,900	779,865	806,030	811,390
Gas Tax Street Projects	500,435	353,195	386,335	651,460	491,320	419,835
Traffic Mitigation	57,035	89,680	122,510	148,730	89,700	88,595
TOTAL	1,328,660	1,278,750	1,311,745	1,580,055	1,387,050	1,319,820

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	483,005	514,615	498,380	486,430	432,550	434,520
Benefits	220,050	252,045	248,420	223,770	227,975	232,835
Subtotal	703,055	766,660	746,800	710,200	660,525	667,355
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	440,290	356,080	399,015	536,085	499,275	328,580
Subtotal	440,290	356,080	399,015	536,085	499,275	328,580
<u>CAPITAL AND OTHER</u>						
Capital Outlay	178,435	120,755	119,955	278,010	154,750	244,750
Internal Service Charges	6,880	35,255	45,975	55,760	72,500	79,135
Subtotal	185,315	156,010	165,930	333,770	227,250	323,885
TOTAL	1,328,660	1,278,750	1,311,745	1,580,055	1,387,050	1,319,820

PUBLIC WORKS
STREET MAINTENANCE DIVISION
FY 2013-2015 Proposed Budget

Division Responsibilities:

The Streets section of the Maintenance Division is responsible for providing safe, clean, and accessible streets and alleys for the public. One staff person is permanently assigned to the sign shop covering the repair, replacement, installation, fabrication, and graffiti removal of approximately 10,000 city regulatory, warning, advisory, and street name signs. The remaining staff are tasked with the following activities: patch paving including water patches, crack sealing, weed abatement/mowing, alley maintenance, pot hole repair, legend painting, botts dot maintenance, sidewalk survey, garbage removal on roadways, banner installation, holiday decoration placement, special events, miscellaneous street maintenance (downed trees and fences), spill cleanups, and catch basin and storm drain cleaning. Other activities include maintenance and operation of traffic signals and streetlights. Public works maintenance crews are key first responders in the early stages of an incident such as threatened or actual domestic terrorist attacks, major disasters, flooding, and other emergencies; are responsible for the protection and preservation of life, property, evidence, and the environment; and provide immediate support services during response and recovery operations.

Accomplishments/Milestones FY 2011 – 2013:

- Enhanced the Department’s involvement with the community and in public education through neighborhood meetings, educational displays and school safety programs.
- Patched 33,600 square feet of asphalt on citywide street/alley network.
- Repaired an additional 304 potholes.
- Removed damaged sidewalks as part of the joint sidewalk program.
- Cleaned 1,028 storm drain inlets.
- Completed 50% of RMA with Fish & Game at Industrial Way Flooding Relief
- Crack Seal 28 targeted streets for resurfacing project.
- Created and completed 4 year “Stop Legend Program”.
- Continual implementation of a computerized maintenance management system.
- Updated field maintenance emergency response plan.
- Attended Public Works first responder training sessions.

Citywide Strategic Plan Action Items:

STRATEGIC ISSUE #4: Preserving and Enhancing Infrastructure

Strategy #1: Provide safe, functional, and complete streets

Action 1(a): Fund street maintenance at a level that will improve pavement management index rating

Additional Division Priorities:

- Remove abandoned railroad bridge across Sulphur Springs Creek.
- Complete scheduled improvements and maintain infrastructure to meet safety and other regulatory standards.

- Installation of West K & 3rd Storm Drain Improvement.
- Maintain an ongoing training program to enhance staff capabilities and assure continued staff safety.
- Conduct ongoing training and periodic reviews/updates to the public works emergency response plan and coordinate with the citywide plan.
- Enhance public education and involvement in the implementation of maintenance projects and programs.
- Streets assessment is needed for the long-term sustainability of the transportation network as a whole and to optimize the funding that is spent on streets.

Desired Outcomes & Performance Measures:

Desired Outcomes

The desired outcomes for the section performance measures are:

- Streets maintained in overall good condition
- Well lit streets and safe neighborhoods
- Enhanced community appearance and safe neighborhoods
- Prompt response to street defects to maintain drivability of streets
- Bridges maintained in overall good condition

Performance Measures

Measures	Actual 2011-12	Projected 2012-13	Proposed 2013-14	Proposed 2014-15
Pavement Condition Index	62	61	59	57
Response to outages (weeks)	2	1	1	1
Response to graffiti and vandalism (hours)	24	24	24	24
Potholes filled citywide (number per year)	247	243	160	165
Perform bridge repairs or removal	0	0	0	0

Significant Budget Changes:

The proposed budget proposes unfunding one of the Field, Utilities & Streets Apprentice positions. Besides repairing potholes, crack sealing a street prior to coating, litter pickup, special event preparation, storm drain inlet cleaning, sign maintenance and striping maintenance, the crew this position serves on also does patch paving. Without the streets FUSA, the crew cannot, as effectively, pave or crack seal an area of a major collector or arterial. There are just not enough people on the crew to manage the job and the traffic control necessary to perform the work effectively. Not filling this position will impact the ability to perform large patch paving to help prolong existing pavement when little funding is available for pavement maintenance.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Proposed 2013-14	Proposed 2014-15
Maintenance Superintendent (a)	0.50	0.50	0.50	0.50	0.50	0.50
Field Util & Streets Supervisor (b)	-	0.50	0.50	0.50	0.50	0.50
Maintenance Worker III	1.50	1.00	1.00	1.00	1.00	1.00
Field Util & Streets Journeyman (c)	2.00	3.55	3.55	3.55	3.55	3.55
Field Util & Streets Apprentice	2.55	1.00	1.00	1.00	1.00	1.00
Sr Administrative Clerk (d)	0.25	0.25	0.25	0.25	-	-
Sub-Total	6.80	6.80	6.80	6.80	6.55	6.55
Unfunded Positions	(0.50)	-	-	-	(1.00)	(1.00)
Total	6.30	6.80	6.80	6.80	5.55	5.55

(a) Funded 50% Streets, 25% Water Field and 25% Wastewater Field.

(b) Funded 50% Streets and 50% Wastewater Field.

(c) Includes 3 FTEs funded 100% from Streets and 1 FTE funded 55% from Streets (and 15% Water Field and 30% Wastewater Field).

(d) Position will be funded 50% Water and 50% Wastewater.

PUBLIC WORKS
WASTEWATER DIVISION
FY 2013-2015 Proposed Budget

Mission:

Provide excellent, responsive service.

Vision:

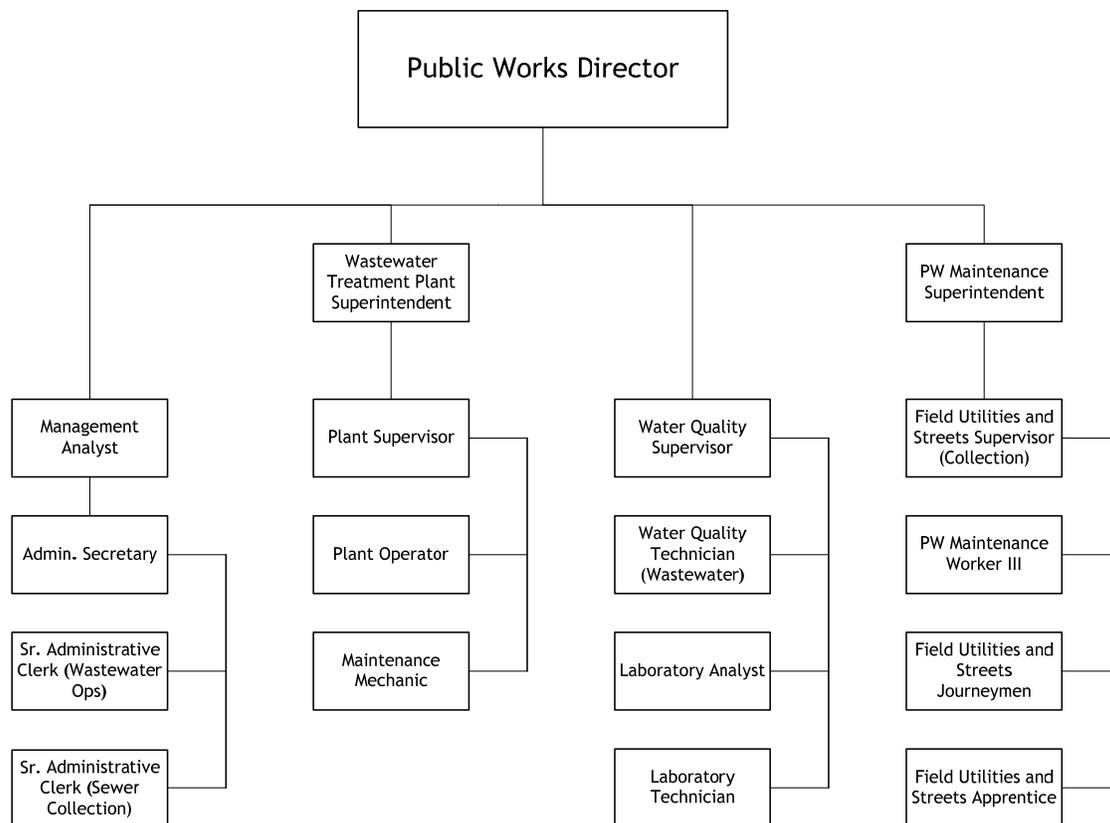
Anticipate and accommodate the diverse needs of our residents and businesses in accordance with the City's General Plan and Strategic Plan to provide:

- A response plan to maintain/restore public services in an emergency
- Reliable, high quality wastewater treatment and collection service

Values:

- Provide courteous, cooperative customer service within the resources available
- Collaborate actively with colleagues within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each other's successes
- Maintain accountability to perform the highest quality and most efficient work

Divisions Organization Chart



PUBLIC WORKS
WASTEWATER DIVISION
FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
Enterprise Funds	4,329,365	4,189,545	4,218,945	4,974,120	6,242,825	6,208,030
TOTAL	4,329,365	4,189,545	4,218,945	4,974,120	6,242,825	6,208,030

EXPENDITURES BY DIVISION

Wastewater Treatment Operations	3,788,320	3,651,950	3,620,345	4,317,570	4,748,340	4,672,270
Wastewater Field Operations	522,190	537,595	578,940	655,210	1,473,485	1,460,760
Equipment/Vehicle Replacement	18,855	-	19,660	1,340	21,000	75,000
TOTAL	4,329,365	4,189,545	4,218,945	4,974,120	6,242,825	6,208,030

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	1,514,420	1,479,055	1,586,630	1,694,660	1,900,010	1,889,450
Benefits	598,735	628,215	649,885	649,360	876,815	896,305
Subtotal	2,113,155	2,107,270	2,236,515	2,344,020	2,776,825	2,785,755
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	1,378,745	1,431,575	1,455,690	1,883,480	2,535,110	2,532,510
Subtotal	1,378,745	1,431,575	1,455,690	1,883,480	2,535,110	2,532,510
<u>CAPITAL AND OTHER</u>						
Capital Outlay	83,800	44,995	43,305	125,240	120,305	97,000
Internal Service Charges	753,665	605,705	483,435	621,380	810,585	792,765
Subtotal	837,465	650,700	526,740	746,620	930,890	889,765
TOTAL	4,329,365	4,189,545	4,218,945	4,974,120	6,242,825	6,208,030

PUBLIC WORKS
WASTEWATER DIVISION
FY 2013-2015 Proposed Budget

Division Responsibilities:

The Wastewater Operations and Maintenance Divisions provide for the operation, maintenance, repair, and capital improvements of the Wastewater Treatment Plant (WWTP) and collection and discharge systems. The treatment plant operates under a National Pollutant Discharge Elimination System (NPDES) permit issued by the San Francisco Regional Water Quality Control Board and has a permitted dry weather capacity of 4.5 million gallons per day and a short-term hydraulic capacity of 24 million gallons per day. There are over 400 major plant process equipment components that endure a severe duty cycle including corrosive gases, abrasive liquids, and continuous operation.

The collection system consists of 23 lift stations, approximately 150 miles of sewer pipelines, a 3-mile wet weather relief (interceptor) pipeline, and 6 wet weather control structures. The discharge system consists of a 1,100-foot long outfall pipeline and a 150-foot long outfall diffuser pipeline.

Costs for wastewater-related activities of Water Quality staff are included in the Wastewater Operations budget. These efforts include the implementation of environmental programs mandated by state and federal statutes and an environmental laboratory providing process control and regulatory monitoring.

Accomplishments/Milestones FY 2011 – 2013:

- Began an in-house project to replace the media from the two odor scrubber wet towers used in the wastewater treatment plant to treat the foul air collected from various process treatment systems.
- Completed in-house installation of an effluent wrap-around pipeline system. This new pipeline enables staff to redirect any wastewater not meeting water quality standards into various processes within the plant for further treatment. This system will be extremely useful during large storm events which increase flow that can degrade the overall water quality.
- Completed the water and wastewater treatment rate studies which were adopted by City Council on December 18, 2012.
- Completed in-house design and construction of a new continuous chlorine monitoring system used in the disinfection process. This system will greatly reduce the potential of chlorine residual violations in the future.
- Completed an energy audit of the WWTP facility and installed new energy efficient equipment and lighting.
- Staff documented the completion of 683 preventative maintenance tasks and 158 corrective maintenance projects throughout the year.
- Completed in-house design modifications and construction of the grit classifier system. This system removed heavier material (sand, eggshells, etc.) from the process waste stream.
- Hosted the annual Coastal Cleanup with a total of 1,791 volunteers collecting 5,765 pounds of trash and recyclables, and cleaning 37.5 miles of beaches, creeks and roads for 2011 and 2012.
- Distributed various public education aids to residents encouraging the use of recycled products, pollution prevention, and fats, oils and grease (FOG) reduction.
- Conducted over 100 classroom and field trip presentations to over 4,100 student contacts in the past two years covering topics such as pollution prevention, marine debris (plastics in the ocean), and water and wastewater treatment (student contacts are counted each time a single student participates in a program; the same student can be counted as multiple student contacts for different programs).

- Conducted over 150 inspections of industries that have the potential to impact the collection system and/or the wastewater treatment plant.
- Conducted the pretreatment program in accordance with the regulations stated in 40 CFR 403 and Attachment H of the WWTP NPDES permit.
- Conducted the Pollution Prevention program in accordance with the regulations enforced by the Regional Water Quality Control Board.
- Treated more than 840 million gallons of wastewater annually to State discharge standards.
- Processed over 170 laboratory samples per month, performing over 400 analyses.
- Enhanced the Division's involvement with the community and in public education through neighborhood meetings, educational displays, school education programs, pollution prevention events and special tours of facilities.
- Implemented and performed quarter valve exercising on Bayshore force main.
- Installed new manhole and 40 additional feet of sewer in the 300 block of Military East to prevent future recurrence of Sanitary Sewer Overflows (SSO).
- Replaced 200 feet of 8-inch failing sewer main in the 200 block of West H Street.
- Relocated sewer lateral on East 6th at G Street to abandon failed sewer main into Wastewater Treatment Plant.
- Repaired portion of collapsed sewer main in Johansson Square to prevent raw sewage releases.

Additional Division Priorities:

- Be an active participant in implementing integrated sustainable wastewater management solutions that balance and reconcile the economic, ecological, and social concerns of our citizens to enhance the well being of all, both now and in the future.
- Provide continued operation and maintenance of the City's utility systems (including capital improvements) to deliver a quality product for our customers, meeting or exceeding regulatory requirements, within existing rate structures and funding levels.
- Maintain an ongoing training program to enhance staff capabilities and assure continued staff safety.
- Continue to expand the preventative and corrective maintenance programs at the wastewater treatment plant.

Desired Outcome & Performance Measures

Desired Outcome: Maximum Wastewater Pollutant Removal and Sustainable Disposal

Performance Measures:

Measures	Actual 2011-12	Projected 2012-13	Proposed 2013-14	Proposed 2014-15
Removal of pollutants (total suspended solids and biochemical oxygen demand)	97%	98%	97%	97%
Use 100% of digested solids for landfill as alternative daily cover instead of disposing as garbage	100%	100%	100%	100%
Miles of sewer line cleaned	18.87	18.69	40	40

Significant Budget Changes:

The rate study that was adopted on December 18, 2013 included funding for three additional sewer field workers and an additional \$250,000 per year to pay for targeted sewer line infrastructure repairs.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2010-11	Actual 2011-12	Actual 2012-13	Proposed 2013-14	Proposed 2014-15
Public Works Director (a)	0.15	0.15	0.40	0.40	0.40
Asst Director/Utilities Manager* (b)	0.40	0.40	0.40	0.40	0.40
Senior Civil Engineer (c)	0.25	0.25	0.25	0.25	0.25
Associate Engineer (d)	-	0.25	0.25	0.25	0.25
Management Analyst (e)	0.50	0.50	0.50	0.50	0.50
Administrative Secretary (f)	0.15	0.15	0.15	0.15	0.15
WW Treatment Plant Superintendent	1.00	1.00	1.00	1.00	1.00
WW Treatment Plant Supervisor	1.00	1.00	1.00	1.00	1.00
Sr. WW Operator	-	-	-	-	-
Wastewater Operator I/II/III	4.00	4.00	4.00	5.00	5.00
Wastewater Operator in Training	-	-	-	-	-
Maintenance Mechanic	4.00	4.00	4.00	3.00	3.00
Maintenance Superintendent (g)	0.25	0.25	0.25	0.25	0.25
Maintenance Foreman	-	-	-	-	-
Maintenance Worker I/II/III	1.00	1.00	1.00	2.00	2.00
Utilities & Streets Journeyman (h)	2.75	2.75	1.50	1.50	1.50
Utilities & Streets Apprentice (i)	0.30	0.30	1.55	3.55	3.55
Utilities & Streets Supervisor (j)	0.50	0.50	0.50	0.50	0.50
Water Quality Supervisor (k)	0.50	0.50	0.50	0.50	0.50
Water Quality Technician I/II	1.00	1.00	1.00	1.00	1.00
Laboratory Analyst (l)	0.50	0.50	0.50	0.50	0.50
Lab Technician I/II/III (m)	1.50	1.50	1.50	1.50	1.50
Sr. Administrative Clerk (n)	1.25	1.25	1.25	1.50	1.50
Sub-Total	21.00	21.25	21.50	24.75	24.75
*Unfunded Positions	-	-	(0.40)	(0.40)	(0.40)
Total	21.00	21.25	21.10	24.35	24.35

(a) Funded 40% Wastewater, 40% Water and 20% PW Admin.

(b) Position is frozen as of May 2011. Funded 40% Wastewater, 40% Water and 20% PW Admin.

(c) Funded 25% Wastewater, 25% Water, 37.5% Engineering and 12.5% Traffic Mitigation.

(d) Funded 25% Wastewater, 25% Water, 25% Streets/Gas Tax, 12.5% Engineering and 12.5% Traffic Mitigation.

(e) Funded 50% Wastewater and 50% Water.

(f) Funded 15% Wastewater, 15% Water and 70% PW Admin.

(g) Funded 25% Wastewater Field, 25% Water Field and 50% Streets.

(h) Four FTEs are partially funded from Wastewater Field (1 is funded 30% WW Field and 70% Water Field; 1 is funded 30% WW Field, 15% Water Field and 55% Streets; 1 is funded 40% WW Field and 60% Water Field; and 1 is funded 50% WW Field and 50% Water Field.)

(i) Two FTEs are fully funded from Wastewater Field and three are partially funded from WW Field (1 is funded 30% WW Field and 70% Water Field; 1 is funded 75% WW Field and 25% Water Field; and 1 is funded 50% WW Field and 50% Water Field.)

(j) Funded 50% Wastewater Field and 50% Streets.

(k) Funded 50% Wastewater and 50% Water.

(l) Funded 50% Wastewater and 50% Water.

(m) Includes 1 FTE funded 100% Wastewater and 1 FTE funded 50% Wastewater (and 50% Water).

(n) Includes funding of 100% Wastewater for WWTP Sr. Admin Clerk and 50% Wastewater (and 50% Water) for Corp Yard Sr. Admin Clerk.

PUBLIC WORKS
WATER DIVISION
FY 2013-2015 Proposed Budget

Mission:

Provide excellent, responsive service, focusing on clean water.

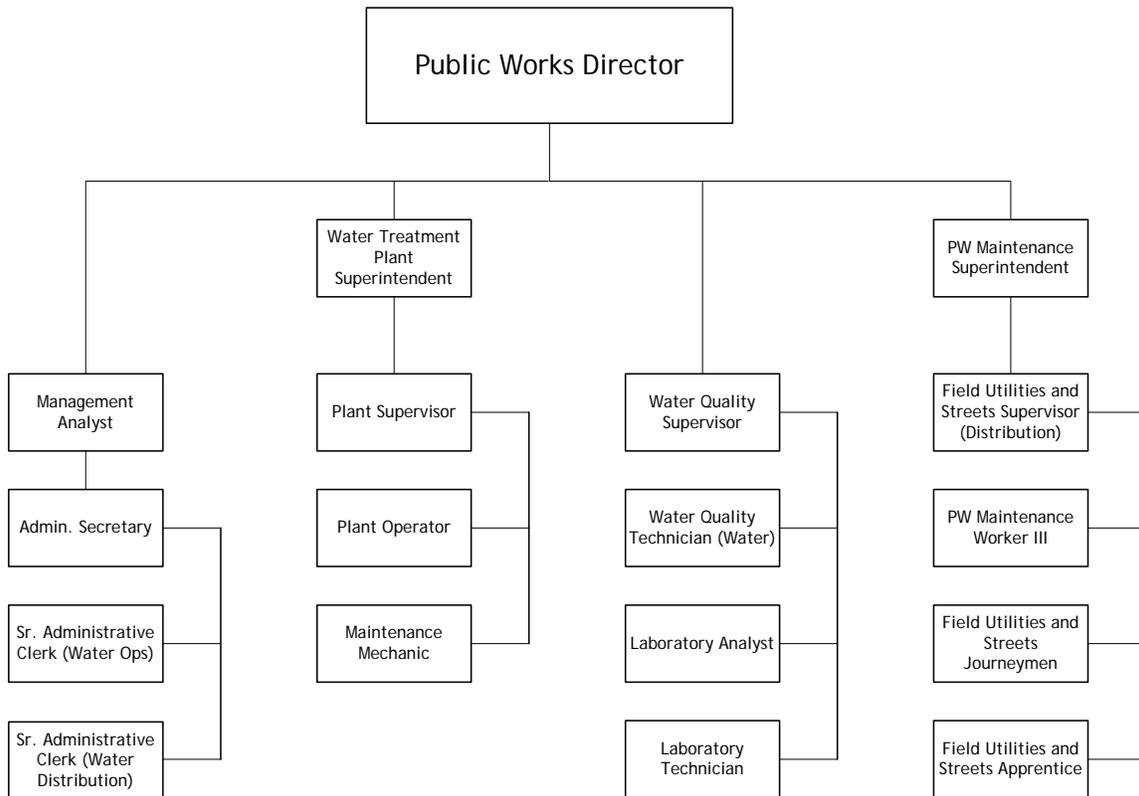
Vision:

Anticipate and accommodate the diverse needs of our residents and businesses in accordance with the City’s General Plan and Strategic Plan to provide reliable, high quality water treatment and distribution service

Values:

- Provide courteous, cooperative customer service within the resources available
- Collaborate actively with colleagues within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each other’s successes
- Maintain accountability to perform the highest quality and most efficient work

Division Organization Chart



PUBLIC WORKS
WATER DIVISION
FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
Enterprise Funds	5,292,465	5,176,150	5,291,385	5,673,315	6,123,530	6,056,815
TOTAL	5,292,465	5,176,150	5,291,385	5,673,315	6,123,530	6,056,815

EXPENDITURES BY DIVISION

Water Treatment Operations	4,376,130	4,176,695	4,300,360	4,655,985	4,930,815	4,912,280
Water Field Operations	910,915	972,540	963,010	1,001,960	1,170,640	1,143,435
Equipment/Vehicle Replacement	-	22,175	24,040	9,500	21,000	-
Lake Herman Cottage	5,420	4,740	3,975	5,870	1,075	1,100
TOTAL	5,292,465	5,176,150	5,291,385	5,673,315	6,123,530	6,056,815

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
PERSONNEL						
Salaries and Wages	1,736,145	1,649,435	1,630,545	1,891,380	1,847,065	1,852,175
Benefits	699,605	710,325	667,490	718,235	825,775	844,735
Subtotal	2,435,750	2,359,760	2,298,035	2,609,615	2,672,840	2,696,910
SERVICES AND SUPPLIES						
Services and Supplies	2,169,870	1,960,660	2,186,040	2,338,725	2,519,320	2,530,990
Subtotal	2,169,870	1,960,660	2,186,040	2,338,725	2,519,320	2,530,990
CAPITAL AND OTHER						
Capital Outlay	132,310	110,540	64,435	195,430	200,665	122,880
Internal Service Charges	554,535	745,190	742,875	529,545	730,705	706,035
Subtotal	686,845	855,730	807,310	724,975	931,370	828,915
TOTAL	5,292,465	5,176,150	5,291,385	5,673,315	6,123,530	6,056,815

PUBLIC WORKS
WATER DIVISION
FY 2013-2015 Proposed Budget

Division Responsibilities:

The Water Operations and Maintenance Divisions provide for the operation, maintenance, repair, and capital improvements of the Water Treatment Plant and the appurtenant transmission, distribution, and storage systems. The Water Operations Division is responsible for the negotiation and management of the City's water supply contracts and the negotiation and management of the agreement for untreated water supply to Valero Refining Company. The City's water supply contracts include the State Water Project, a 1962 agreement with the City of Vallejo for Solano Project water, a 2009 agreement with the Solano Irrigation District for Solano Project water, a settlement agreement with the State as a result of an application for area of origin water rights, and a "water bank" agreement with the Mojave Water District.

The treatment plant operates under regulatory oversight of the California Department of Public Health and has a nominal treatment capacity of 12 million gallons per day. The raw water transmission system consists of two pump stations and approximately 18 miles of pipeline. The treated water distribution system consists of 3 pump stations, 8 pressure-reducing stations, and approximately 150 miles of pipelines. The storage system consists of 5 treated water reservoirs and Lake Herman. Costs for water-related activities of the Water Quality staff are included in the Water Operations budget. These efforts include the implementation of environmental programs mandated by state and federal statutes and an environmental laboratory providing process control and regulatory monitoring.

The Maintenance Division is responsible for maintaining the City's treated and raw water distribution systems in safe and serviceable condition. The system delivers treated water to residential, commercial and irrigation customers. Personnel maintain approximately 100 miles of water main, and over 9,000 service connections and meters, and over 2,000 hydrants, by repairing, replacing, installing, flushing, and valve exercising system components. Personnel staff a 24-hour Standby system to respond to emergency calls and to further meet the needs of customers.

Accomplishments/Milestones FY 2011 – 2013:

- Completed the water and wastewater treatment rate studies which were adopted by City Council on December 18, 2012.
- Replaced 163 failing water service lines and repaired 35 main breaks including over 100 feet of 10-inch water main in the 100 block of East D Street.
- Read more than 4,600 water meters each month with less than a 1% error rate.
- Tracked and assured annual testing of over 900 backflow devices protecting the water distribution system.
- Treated more than 1.7 billion gallons of water annually to safe drinking water standards.
- Consistently met or exceeded all federal and state regulatory requirements for drinking water standards.
- Conducted 24/7 plant operation meeting or exceeding regulatory requirements with five operators.
- Maintained the entire treatment, pumping, and storage system with one maintenance mechanic.
- Minimized disinfectant byproduct formation in the distribution system by treating the Putah South Canal source water for 4 months during the winter season.
- Reduced chemical usage by treating the Putah South Canal water versus using the Delta source at key times.

- Replaced two 1968 pumps and motors at the Cordelia Pump Station, which qualified for a substantial rebate from PG&E for using energy efficient motors. Refurbished two 1968 pumps in order to extend life cycle of pumps.
- Replaced twelve 1968 suction, check, and discharge valves at the Cordelia Pump Station, along with the propeller flow meter, in order to ensure reliability of the pump station.
- Completed the Clearwell Lining Improvement Project, curtailing a 1300-gpd leak and extending the life of the 3-MG reservoir by 50 years.
- Assisted in the implementation of photovoltaic solar power at the WTP and three pumping stations, with anticipated savings of over \$400,000/year in electricity bills.
- Replaced the 1991 Programming Logic Control (PLC) at the P-3 Pump Station to ensure pump station SCADA operation and maintenance reliability.
- Inspected and cleaned three storage reservoirs.
- Refurbished three 1989 flocculator gear boxes on Sedimentation Basin 1.
- Replaced the granular activated carbon filter media in two filters.
- Replaced the entire 1968 cathodic protection system for the Lake Herman transmission line, installing two new rectifiers, two anode bed wells, and four test stations.
- Replaced two 1968 cathodic protection anode beds on the Raw Water transmission line.
- Installed a new level sensor and photovoltaic solar power system on the Lake Herman control tower.
- Replaced seven variable frequency drives for Sedimentation Basin 2.
- Implemented a Benicia High School intern program as a vocational partner to their ECH2O Academy curriculum. Program consisted of weekly attendance (2-hour session) that followed a water purveyance program from source to tap.
- Enhanced the Division's involvement with the community and in public education through neighborhood meetings, educational displays, school education programs, pollution prevention events and special tours of facilities.
- Along with the City of Vallejo, hosted annual free water-wise landscaping workshops for the public in 2012. The workshops are presented in cooperation with the Master Gardeners and Benicia Community Garden and occurred at locations in both cities. Topics included water-wise basics, irrigation design, and water-wise plant selection.
- Conducted over 45 classroom presentations and field trips to over 1,900 students each year covering topics such as water conservation.
- Distributed 10,000 annual Consumer Confidence Reports to the public providing information about drinking water quality, water conservation and rebates for purchasing high efficient toilets and/or clothes washers.
- Conducted weekly monitoring of the water distribution system collecting over 780 samples a year.
- Through the water conservation program, over 200 residential water audits were conducted, 122 high-efficiency washer rebates were issued and 130 high-efficiency toilet rebates were issued.
- Processed over 170 laboratory samples per month, performing over 400 analyses.

Additional Division Priorities:

- Implement a sustainable water management strategy by assuring an adequate supply of water is maintained through source contracts and conservation, and the demands of customers are met through an efficient treatment process and distribution system.
- Provide for the continued operation and maintenance of the raw water transmission system, water treatment plant, and distribution system to deliver high quality drinking water to customers at a reasonable cost.
- Promote skills building among WTP staff through continual education and certification.

- Map the Lower Arsenal Water Distribution System to identify unknown piping and routing of conveyances and appurtenances.
- Promote advancement among Maintenance staff through continual education and certification.
- Maintain an ongoing training program to enhance staff capabilities and assure continued staff safety.
- Installation of newer water meter technology to account for better consumption accuracy.
- Conversion to AMI technology in an effort to reduce dedicated FTE resources used for manual meter reading.

Desired Outcomes & Performance Measures:

Desired Outcome:

Healthy, plentiful, and aesthetically-pleasing potable water

Performance Measures:

Measures	Actual 2011-12	Projected 2012-13	Proposed 2013-14	Proposed 2014-15
Drinking water clarity (<0.3 NTU - Nephelometric Turbidity Units)	100%	100%	100%	100%
Minimal presence (<80 ppb) of Disinfection Byproducts (created by dissolved organic carbon)	100%	100%	100%	100%
Meet or exceed standard of 95% coliform absence within the distribution system.	100%	100%	100%	100%
Exercise Critical Valves	Not measured	Not measured	120	120
Conduct Leak Detection	Not measured	Not measured	24	30

Significant Budget Changes:

No significant new budget changes for this division.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2010-11	Actual 2011-12	Actual 2012-13	Proposed 2013-14	Proposed 2014-15
Public Works Director (a)	0.15	0.15	0.40	0.40	0.40
Asst. Director/Utilities Mngr* (b)	0.40	0.40	0.40	0.40	0.40
Senior Civil Engineer (c)	0.25	0.25	0.25	0.25	0.25
Associate Engineer (d)	-	0.25	0.25	0.25	0.25
Management Analyst (e)	0.50	0.50	0.50	0.50	0.50
Administrative Secretary (f)	0.15	0.15	0.15	0.15	0.15
Treatment Plant Superintendent	1.00	1.00	1.00	1.00	1.00
Treatment Plant Supervisor	1.00	1.00	1.00	1.00	1.00
Advanced Water Operator	-	-	-	2.00	2.00
Water Operator	6.00	6.00	6.00	4.00	4.00
Assistant Water Operator	-	-	-	-	-
Operator in Training	-	-	-	-	-
Maintenance Mechanic	2.00	2.00	2.00	2.00	2.00
Maintenance Superintendent (g)	0.25	0.25	0.25	0.25	0.25
Utilities & Streets Supervisor	1.00	1.00	1.00	1.00	1.00
Maintenance Foreman	-	-	-	-	-
Maintenance Worker I/II/III	1.00	1.00	1.00	1.00	1.00
Utilities & Streets Journeyman (h)	2.95	2.95	2.95	2.95	2.95
Utilities & Streets Apprentice (i)	1.45	1.45	1.45	1.45	1.45
Water Quality Supervisor (j)	0.50	0.50	0.50	0.50	0.50
Water Quality Technician I/II	1.00	1.00	1.00	1.00	1.00
Laboratory Analyst (k)	0.50	0.50	0.50	0.50	0.50
Lab Technician I/II/III (l)	1.50	1.50	1.50	1.50	1.50
Senior Administrative Clerk (m)	1.25	1.25	1.25	1.50	1.50
Total	22.85	23.10	23.35	23.60	23.60

(a) Funded 40% Water, 40% Wastewater and 20% PW Admin.

(b) Position is frozen as of May 2011. Funded 40% Water, 40% Wastewater and 20% PW Admin.

(c) Funded 25% Water, 25% Wastewater, 37.5% Engineering and 12.5% Traffic Mitigation.

(d) Funded 25% Water, 25% Wastewater, 25% Streets/Gas Tax, 12.5% Engineering and 12.5% Traffic Mitigation.

(e) Funded 50% Water and 50% Wastewater.

(f) Funded 15% Water, 15% Wastewater and 70% PW Admin.

(g) Funded 25% Water Field, 25% Wastewater Field and 50% Streets.

(h) One FTE is fully funded from Water Field and four FTEs are partially funded from Water Field (1 is funded 70% Water Field and 30% Wastewater Field; 1 is funded 15% Water Field, 30% WW Field and 55% Streets; 1 is funded 60% Water Field and 40% WW Field; and 1 is funded 50% Water Field and 50% WW Field.)

(i) Three FTEs are partially funded from Water Field (1 is funded 70% Water Field and 30% WW Field; 1 is funded 25% Water Field and 75% WW Field; and 1 is funded 50% Water Field and 50% WW Field.)

(j) Allocated 50% Water and 50% Wastewater.

(k) Allocated 50% Water and 50% Wastewater.

(l) Includes 1 FTE funded 100% Water and 1 FTE funded 50% Water (and 50% Wastewater).

(m) Includes funding of 100% Water for WTP Sr. Admin Clerk and 50% Water (and 50% Wastewater) for Corp Yard Sr. Admin Clerk.

PUBLIC SAFETY GROUP

FIRE

FIRE

FY 2013-2015 Proposed Budget

Mission:

Through prevention, innovation, and community leadership, the Benicia Fire Department is committed to protecting the lives, property, and environment of our citizens and visitors. We affirm to safely perform our duties with honor, integrity, courage and compassion.

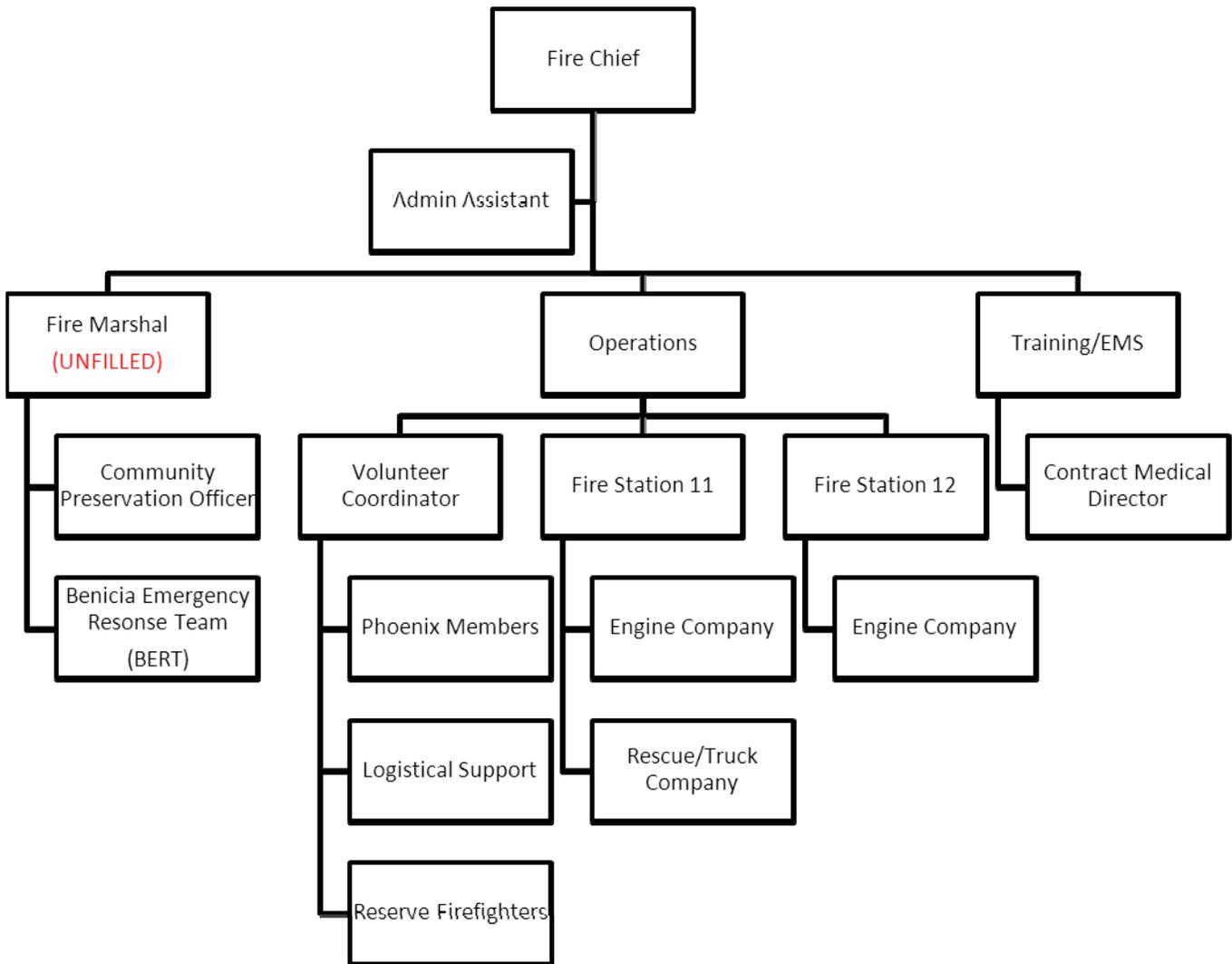
Vision:

Through teamwork and collaboration, the members of the Benicia Fire Department are committed to serving our community with excellence. We strive to proactively identify service delivery needs and adapt accordingly to exceed our industry's standards. We recognize the importance of training in our quest to be ready to respond at a moments notice when disaster strikes. We cherish the respect we hold in the community and are committed to maintain that trust.

Guiding Principles:

- Treat each other with courtesy and respect
 - *Treat others the way you want to be treated*
 - ***Be Nice***
- Foster and protect the outstanding reputation of the Fire Department
 - ***Be Responsible***
- Base all decisions and actions on the following:
 - *First – What is best for the community*
 - *Second – What is best for the City of Benicia and the Fire Department*
 - *Third – What is best for the members*
 - ***Be Accountable***
- Relationships take precedent over conflicting perspectives
 - ***Value Relationships***

Organizational Chart



Note: The total day-to-day emergency response staffing depicted in this organizational chart is based on eight (8) people per day. Engine companies are staffed with three people (Captain, Engineer, and Paramedic Firefighter). The Truck/Rescue Company is cross-staffed with two (2) people (Engineer, and Paramedic Firefighter or Firefighter). A Duty Chief Officer provides incident command/support for daily operations and significant incidents.

FIRE

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
General Fund:						
Department Revenues	274,345	254,485	277,535	261,000	235,500	240,000
Use of Resources	6,572,450	6,366,255	5,984,915	6,344,950	6,352,945	6,479,970
Special Revenue Funds	11,495	20,615	3,300	12,245	-	-
TOTAL	6,858,290	6,641,355	6,265,750	6,618,195	6,588,445	6,719,970

EXPENDITURES BY DIVISION

Fire	6,846,795	6,620,740	6,262,450	6,605,950	6,588,445	6,719,970
CAN Donations	1,330	14,545	3,300	7,405	-	-
BERT	10,165	6,070	-	-	-	-
Safety Grants	-	-	-	4,840	-	-
TOTAL	6,858,290	6,641,355	6,265,750	6,618,195	6,588,445	6,719,970

CHARACTER OF EXPENDITURES

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	4,325,035	3,986,840	3,722,020	3,929,535	3,921,185	3,945,550
Benefits	1,855,795	1,877,130	1,641,500	1,741,365	1,803,960	1,880,965
Subtotal	6,180,830	5,863,970	5,363,520	5,670,900	5,725,145	5,826,515
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	397,965	368,660	405,625	397,710	401,770	401,770
Subtotal	397,965	368,660	405,625	397,710	401,770	401,770
<u>CAPITAL AND OTHER</u>						
Capital Outlay	68,690	79,930	72,680	89,505	75,260	75,260
Internal Service Charges	210,805	328,795	423,925	460,080	386,270	416,425
Subtotal	279,495	408,725	496,605	549,585	461,530	491,685
TOTAL	6,858,290	6,641,355	6,265,750	6,618,195	6,588,445	6,719,970

FIRE

FY 2013-2015 Proposed Budget

Department Responsibilities:

The Fire Chief, assisted by the Administrative Secretary, is responsible for planning and forecasting, record keeping, professional standards, hiring processes, and budgeting. Although there is some overlap of responsibilities, the Fire Department is divided into three major functional areas:

- **Emergency Operations** – Supervised by the Operations Division Chief
- **Training, Emergency Medical Services (E.M.S.)** – Supervised by the Training/E.M.S. Division Chief
- **Fire Prevention, Disaster Preparedness, and Public Education** – The Fire Marshal position has historically supervised this position. As this position will be unfilled these duties will need to be realigned within the organization.

The following describes responsibilities, significant budget changes, accomplishments and milestones, strategic plan priorities, and performance measures for each functional area:

RESPONSIBILITIES

Emergency Operations:

Protect life, save property and minimize environmental damage, and the effects of injuries and illness through the delivery of high quality timely response.

The Emergency Operations Division is responsible for the day-to-day responses to emergency and non-emergency incidents. These incidents include, but are not limited to, structure and vehicle fires, wildland/urban interface or inter-mix fires, medical emergencies, hazardous materials response and mitigation, technical rescues, transportation/waterway emergencies, refinery/industrial emergencies, and general calls for public assistance.

Training/E.M.S.:

Provide appropriate training to prepare members for the delivery of excellent service to our community. Provide proper management and oversight of the emergency medical services program.

The Training/E.M.S. Division is responsible for managing all department training and oversight of the emergency medical services program. We pride ourselves on meeting or exceeding local, State, and Federal training standards. Training responsibilities include, but are not limited to, providing or coordinating new recruit and probationary training, providing or coordinating continuing education for Emergency Medical Technicians and Paramedics, providing or coordinating monthly proficiency training, performing testing and evaluation, conducting drills and exercises, providing or coordinating specialty training, and coordinating training with outside agencies. E.M.S. program oversight includes our participation in and monitoring of the Solano County Emergency Medical Services Public Private Partnership, manages contract for the Medical Director, oversees Quality Assurance Program, and E.M.S. record keeping.

Fire Prevention / Disaster Preparedness / Public Education / Code Enforcement:

Reduce the loss of life, property and environmental damage, and the effects of injuries and illness through effective prevention and public education programs.

Responsibilities include code compliance, fire cause determination, fire and life safety education, plan review, and disaster preparedness. Examples of duties include:

- Preparing department and community members to manage disaster incidents by providing well-trained staff to assess and evaluate the situation, facilitate communications, and plan response from an operationally efficient emergency operations center.
- Provide accurate information to the Council and to the residents of Benicia and surrounding areas.
- Coordinate the acquisition of needed resources and work closely with the County and other cities for more effective overall response. The program is managed by the Fire Department for the benefit of the City as a whole.

In addition, the Community Preservation Officer assigned to the Fire Department supports the majority of the departments in the City working with weed abatement, trash/garbage abatement, complaints, investigations, fence issues, retaining walls, graffiti, storm water incidents, illegal fireworks, vacant homes, and inspections at the weekly Farmer's Market and similar events that are held in the downtown area(s).

Accomplishments/Milestones Fiscal Years 2011-13:

Emergency Operations:

- Implemented the use of tablet computers for mobile computing needs and dispatch functions.
- Zero fire fatalities experienced.
- Contained all structure fires to building of origin.
- Public/Private Partnership EMS performance – Response times consistently met contractual agreement

Training:

- Benicia Fire hosted the annual Solano County pre-wildfire season multi-agency fire response exercise.
- Eleven (11) Fire personnel completed basic rescue swimmer training and nine (9) of them completed advanced rescuer swimmer training
- Off road driver training in conjunction with neighboring agencies for all field personnel
- Partnered with Valero Fire to send personnel to Texas A&M Oil Firefighting school
- Partnered with Dixon, Vallejo, and Oakland Fire to provide enhanced structural fire training for department personnel
- Partnered with various businesses within the region in order to enhance training opportunities for personnel in the areas of firefighting and EMS

Administration:

- Hired four (4) new Firefighter Paramedics, three of which were from Benicia Fire Reserve Firefighter Program
- Implemented new Records Management System (RMS)

- Replaced fire communications equipment at Fire Stations 11 and 12
- Enhanced training room audio visual equipment
- Assigned Acting Division Chiefs positions in response to Division Chief vacancies
- Completed Insurance Services Office (ISO) review and retained class 3 status
- Completed Local Hazard Mitigation Plan

Prevention:

- Revised Fire Permit fees after extensive outreach with business community
- Established new Vegetation Management Contract
- Implemented new Record Management System
- Improved Fire Code permit billing process
- Continued development of company fire inspections and permit program

Disaster Preparedness:

- Conducted two BERT academy classes, #25 and #26
- Conducted two city wide BERT exercises
- Participated in Solano County CERT exercise
- Purchased BERT trailer and equipment using grant funds
- Implemented new paging system for recalling off-duty and volunteer responders

Public Education:

- Provided continued updated information on the City of Benicia Community Alert and Notifications System
- Hosted Annual Fire Prevention Week Open House
- Continued to offer fire station tours to schools and organizations
- Volunteer Firefighters continued to manage Fire Museum
- Volunteer Firefighters hosted a Fire Muster in downtown Benicia
- Continued education of dangers of fireworks and Benicia prohibition of fireworks

Citywide Strategic Plan Action Items:

Strategic Issue #1: Protecting Community Health and Safety

Strategy #2: Maintain adequate staffing for public safety and a strong EMS Program

Action 2(a): Maintain current public safety staffing levels for emergency operations

Action 2(b): Work with neighboring agencies to explore resource sharing capabilities in the areas training, fire prevention, and emergency operations

Strategy #3: Provide a high state of preparedness for disaster/emergencies

Action 3(a): Educate our citizens on the Community Alert Notification System and conduct EOC trainings

Action 3(a): Enhance the use of electronic media resources in order to communicate educational and emergency information to the community

Action: Secure funding sources to address the department's equipment needs for water rescue operations

Action: Continue training and development of personnel to perform water rescue

Desired Outcomes and Performance Measures:

National Survey Measure & Ranking	Actual 2011-12	Projected 2012-13	Proposed 2013-14	Proposed 2014-15
N/A				

Other Division Performance Measures

Administration and Prevention				
Inspect 90% of all State mandated inspections annually.	20% *	60%	95%	95%
Inspect 50% of all businesses in the City annually.	8% *	30%	55%	55%
Emergency Operations				
Arrive on scene to 90% of all Priority 1 emergency medical calls for service within 7 minutes from the time the station is alerted.**	86%	90%	90%	90%
Arrive on scene with the first suppression unit to 90% of all reported fire incidents within 5 minutes and 20 seconds from the time the station is alerted.***	58%	75%	90%	90%
Training and Disaster Preparedness				
Conduct at least two emergency operation center tabletop exercises each year.	2****	1****	2	2
Conduct at least four exercises or events each year with the Benicia Emergency Response Team members.	4	4	4	4

Notes: In January 2012, the department implemented a new records management system. This was intended to provide improved data collection in the future; however, it also has restricted the access to historical data prior to that date.

* Represents actual work performance for the second half of the fiscal year; however, the percentage is based on the annual inspection workload. Data for the first half of the fiscal year is unavailable as noted above.

** Solano County Emergency Medical Services Agency Standard

*** National Fire Protection Association Standard

****Includes one (1) actual activation per year versus exercise

Significant Budget Changes:

Emergency Operations:

- Maintain three vacant positions in the firefighter and firefighter/paramedic ranks.
- Maintain the Public Private Partnership contractual agreement between the City of Benicia and Medic Ambulance. This agreement provides an additional \$170,000 per year for first response paramedic services being provided by the Benicia Fire Department.
- Expenditures have been reduced by obtaining selected disposable emergency medical supplies from Medic Ambulance as part of the Public Private Partnership Agreement.
- Receive all training mandated by Solano County EMS under the Public Private Partnership agreement
- Instituted a medication exchange program in order to reduce the costs associated with the expiration of medications.

Training:

- The Professional / Technical Services budget continues at a reduced level. The use of outside contractors will be significantly reduced and in house staff will perform functions previously conducted by outside contractors.

Administration:

- Maintain the Management Analyst position as vacant

Prevention:

- Plan check functions have been outsourced resulting in a significant increase to the contract plan check line item. The cost for contract plan check service will be recaptured through permit fees.
- Steps are being taken to return some of the plan check work to an internal function. These steps include the training of an existing employee to perform some of these functions, as well as the potential use of a qualified volunteer that has come forward to assist the department.
- Leaving the Fire Marshal position unfilled will require an assessment and realignment of functions in order for the department to carryout various State and local mandated requirements.

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2010-11	Actual 2011-12	Actual 2012-13	Proposed 2013-14	Proposed 2014-15
Fire Chief	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief-Operations	-	-	-	-	-
Division Fire Chief	2.00	2.00	2.00	2.00	2.00
Fire Marshal**	1.00	1.00	1.00	1.00	1.00
Assistant Fire Marshal	-	-	-	-	-
Admin Captain - Training	-	-	-	-	-
Fire Captain	6.00	6.00	6.00	6.00	6.00
Firefighter/Engineer	9.00	9.00	9.00	9.00	9.00
Paramedic/Firefighter	12.00	12.00	12.00	12.00	12.00
Firefighter	3.00	3.00	3.00	3.00	3.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Comm. Preservation Officer	1.00	1.00	1.00	1.00	1.00
Sub-total	37.00	37.00	37.00	37.00	37.00
*Unfunded Positions	(4.00)	(4.00)	(4.00)	(5.00)	(5.00)
Total	33.00	33.00	33.00	32.00	32.00

* In FY 11-12 and 12-13, unfunded positions include 2 Firefighters and 1 Paramedic/Firefighter and 1 Management Analyst. In FY13-14 and 14-15, it is projected to include the same positions.

** In addition, the Fire Marshal position is being left unfilled in the proposed budget with duties being realigned within the organization.

POLICE

POLICE

FY 2013-2015 Proposed Budget

Mission:

To work in partnership with the community to enhance the quality of life and preserve Benicia's safety. This is accomplished through proactive enforcement, innovative strategies and contemporary law enforcement services.

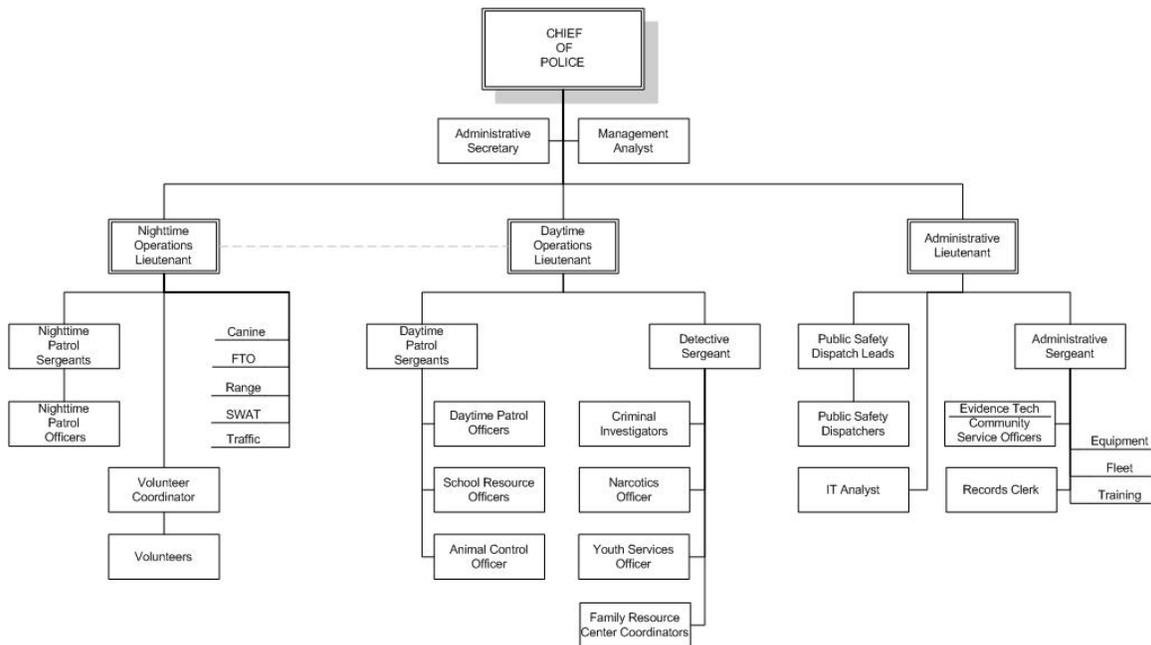
Vision:

Excellence in Policing

Values:

- Integrity
- Pride
- Professionalism
- Honor
- Respect

Organizational Chart



POLICE

FY 2013-2015 Proposed Budget

Department Summary

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Department Revenues	421,190	431,700	563,070	426,090	598,380	603,380
Use of Resources	8,204,915	7,842,210	7,341,910	7,685,050	7,625,725	7,782,025
Special Revenue Funds	581,255	391,505	704,700	592,940	396,755	363,405
TOTAL	9,207,360	8,665,415	8,609,680	8,704,080	8,620,860	8,748,810

EXPENDITURES BY DIVISION

Police	8,626,105	8,273,910	7,904,980	8,111,140	8,224,105	8,385,405
COPS Supplemental	71,395	60,425	159,975	140,375	140,000	110,000
High Tech State Funded	7,065	-	7,055	32,250	2,050	-
Vest Program	1,355	-	-	4,000	2,000	2,000
Click it or Ticket	14,315	14,930	-	-	-	-
Solnet	90,000	90,000	76,110	67,500	-	-
Family Resource Center	54,830	73,330	78,885	94,535	63,100	61,800
Interoperability Grant	100,980	1,775	-	-	-	-
Alcohol, Tobacco, Other Drugs	84,865	87,350	74,335	83,105	83,105	83,105
Youth Action Coalition	51,310	12,080	71,765	74,000	74,000	74,000
Restricted Grants	92,295	37,470	235,435	88,335	25,000	25,000
Drug Asset Forfeiture	12,845	14,145	1,140	7,840	7,500	7,500
15% Set Aside	-	-	-	1,000	-	-
TOTAL	9,207,360	8,665,415	8,609,680	8,704,080	8,620,860	8,748,810

CHARACTER OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>PERSONNEL</u>						
Salaries and Wages	5,502,775	5,225,860	5,053,965	5,239,865	5,130,715	5,163,970
Benefits	2,611,080	2,488,810	2,184,720	2,179,075	2,281,040	2,371,255
Subtotal	8,113,855	7,714,670	7,238,685	7,418,940	7,411,755	7,535,225
<u>SERVICES AND SUPPLIES</u>						
Services and Supplies	558,035	582,880	783,975	610,725	599,990	605,505
Subtotal	558,035	582,880	783,975	610,725	599,990	605,505
<u>CAPITAL AND OTHER</u>						
Capital Outlay	306,700	102,570	184,115	246,490	161,550	134,500
Internal Service Charges	142,500	217,215	295,140	317,925	337,565	363,580
Community Programs	86,270	48,080	107,765	110,000	110,000	110,000
Subtotal	535,470	367,865	587,020	674,415	609,115	608,080
TOTAL	9,207,360	8,665,415	8,609,680	8,704,080	8,620,860	8,748,810

POLICE

FY 2013-2015 Proposed Budget

DETAIL OF COMMUNITY PROGRAMS

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
Second Step	36,000	36,000	36,000	36,000	36,000	36,000
Youth Action Coalition	50,270	12,080	71,765	74,000	74,000	74,000
Total Community Programs	86,270	48,080	107,765	110,000	110,000	110,000

POLICE

FY 2013-2015 Proposed Budget

Department Responsibilities:

The members of the Benicia Police Department work in partnership with the community to improve the quality of life of all our citizens and merchants. This is accomplished through: the apprehension of criminals; crime prevention; intervention and resolution of systematic problems within the community; and involvement with the youth.

The Police Department's approach to enhancing public safety in the community involves focusing on Excellence in Policing, Professionalism and Innovation. Contemporary and effective law enforcement services require an inclusive approach, coupled with a high level of service delivery leading to strong community connections. The use of technology is essential to increase efficiency, and community access. We commit to collaborating with employees, community members, and at a regional level.

Accomplishments / Milestones FY 2011 – 2013:

Benicia Policing Strategy

In 2009, the Benicia Police Department revised its policing strategy in an effort to maintain and lower its already low crime rate. Generally, police officers would respond to calls for service, handle them as necessary, and if follow up was needed the case would be referred to the department's Investigations Unit.

Under the new strategy, responding officers and their Sergeant devote more time and resources to the initial call and immediate follow up investigation. This has resulted in much quicker apprehension of suspects and resolution to cases that, in the past, may have taken a few days for a detective to work on. In addition, the case load for each detective has decreased, allowing them more time to work on the highest priority of cases – such as a murder / suicide case, homicide investigation, and armed robbery cases that have been investigated and solved during the past two years.

In calendar year 2012, Benicia realized a second consecutive year of historically low crime rates (the lowest since 1985) measured by the number of reported Part I crimes (those reported nationwide to the FBI). As a result, Benicia continues to be the safety community in Solano County.

Building Upgrades

The department continues to address required repairs and maintenance issues within the existing police facility. As such, police department staff has been working with building maintenance staff to make improvements to the following areas: women's locker room, women's restroom, front lobby, and building security.

Technology Advances

The dispatching and records software was significantly upgraded with the addition of a Naviline Server to the system. This allowed for enhancements in the tracking of training, the ability to save records to digital media, and improved efficiency in data input process for volunteers.

The AS400 dispatching system was also interfaced with two significant Fire Department projects, Amerilert Paging and Firehouse Interface. All desktop computers in the department were upgraded to Microsoft Office 2012, to bring the department to modern standards for file format and software capabilities. The department implemented a secure online information sharing portal, POLICEintel, which has become a crucial tool in disseminating information across shifts and throughout the department.

Equipment Upgrades

The department was issued a County funded Chevy Suburban to be used in the deployment of officers participating in the County Mobile Field Force. Grant funds were used to outfit patrol officers with load bearing vests.

Fleet rotation continued to evolve as Ford discontinued the production of the Crown Victoria Police Interceptor. The department purchased one of the next generation of patrol vehicles, the Police Interceptor Utility (Explorer) and is planning to continue to phase in this new vehicle following the existing replacement schedules.

Multi Jurisdictional Collaboration

In addition to continuing collaborations listed below, the department assumed a leadership position in the County Mobile Field Force.

The department currently collaborates with other law enforcement agencies within the County by participating in the Solnet/Calmet narcotics task force along with Avoid the Ten DUI enforcement and Saturation Patrol programs. The department's merger with the Vallejo Police Department to form a joint special weapons and tactics team (SWAT) has remained beneficial. In addition, the department's K-9 Unit changed trainers and now trains with the Solano County Sheriff's Office K-9 Unit as we continue to look for opportunities to collaborate and share resources with other agencies.

Volunteers

Volunteers provide an invaluable service to the police department and community by handling the following responsibilities:

- Patrol-Residential Vacation House Checks, Daily DA office delivery/pick up documents, traffic control during special events and emergency incidents, parking enforcement, traffic surveys, sting operations, DUI check points
- Family Resource Center- Literacy Day Care, ATOD Counseling
- Chaplains-assistance on death notification, critical incident, high school student mentors
- Clerical/Data entry/Front Desk Counter

Volunteers annually conduct over 1,000 vacation house checks and assist in over 30 community events. In total, service hours are regularly greater than 1,000 hours at a symbolic value of over \$125,000.

Employee Recognition

The Benicia Police Department introduced a medals program to formally acknowledge individuals whose exceptional performance have benefited the community and law enforcement through heroic life-saving acts, meritorious service and actions above and beyond the call of duty.

Annual Reports

During FY 11-13, the department revived the annual report process and issued two comprehensive reports outlining the activities, accomplishments, and statistics for the previous year.

Prescription Drug Take Back

The department has established regular participation in the Drug Enforcement Administration sponsored prescription drug take back events. These take back days give the public the opportunity to prevent pill abuse and theft by ridding their homes of potentially dangerous expired, unused, or unwanted prescription drugs.

City Wide Strategic Plan Action Items:

STRATEGIC ISSUE #1: Protecting Community Health and Safety

Strategy #2: Maintain adequate staffing for public safety and a strong EMS Program

Action 2(b): Maintain current public safety staffing levels

Desired Outcomes and Performance Measures:

National Survey Measure & Ranking	Actual 2011-12	Projected 2012-13	Proposed 2013-14	Proposed 2014-15
<i>1) Maintain overall quality rating:</i> Citizen Survey response of "Excellent" or "Good"		N/A	>85%	N/A
<i>2) Maintain percent of resident who feel safe:</i> Citizen Survey response to violent crime of "very" or "somewhat safe"		N/A	>90%	N/A

Other Division Performance Measures

<i>Maintain a low crime rate:</i> Total Part 1 Offenses	434	<500	<550	<550
<i>Reduce Traffic Collisions:</i> Total number of traffic collisions	102	<245	<245	<245
<i>9-1-1 Call Answer Times:</i> Percentage of calls answered within 5 seconds	99.5%	>95%	>95%	>95%
<i>Priority 1 / Priority 2 Response Times</i> Average time from Dispatch to Arrival in minutes:seconds	≤ 3:00	≤ 3:00	≤ 3:00	≤ 3:00

Notes:

1. Part 1 offenses are defined by the Uniform Crime Reporting (UCR) program of the Federal Bureau of Investigations (FBI). Part 1 offense classifications include eight serious crimes by nature and/or volume and were selected because they are the crimes most likely to be reported and most likely to occur with sufficient frequency to provide an adequate basis for comparison. Crime stats are reported on a calendar year basis as required by the FBI program. Actual FY 09-10 data represents the number of crimes for calendar year 2010 (January – December).
2. Traffic Collisions are reported on a calendar year basis as required by the California Office of Traffic Safety. Actual FY 09-10 data represents the number of collisions for calendar year 2010 (January – December).
3. Priority 1 calls generally refer to in-progress calls or life threatening emergencies.

Significant Budget Changes:

Beginning July 1, 2013, an agreement with the Benicia Unified School District to share costs for the School Resource Officer program will bring in new revenue of \$150,000 per year. As part of the cost sharing agreement, changes to the staffing model for the program will occur to provide officers on campus five days a week and align time off with the academic year. These changes reduce the availability of the two school resource officers to backfill patrol duties when staffing shortages occur, necessitating that the overtime budget be increased by \$30,000 per year to account for projected overtime increases.

During the previous two budget cycles, the Police Department has taken many steps to become more efficient in its delivery of services to the community. In total, these actions have achieved a budgetary savings of over \$400,000, while maintaining or actually increasing service levels. The savings are projected to continue in the FY 13-15 budgets as the changes have been adopted as normal operating procedures for the department.

Primarily, many of these changes are a result of a strategic reduction in sworn staff. The police department reduced its authorized sworn staff to 34 through reorganization, which resulted in the following service and efficiency improvements: expanded traffic officer coverage, additional sworn staff deployed in the field, reduced overtime, expanded management coverage into the evenings and weekend, maintaining management capacity and oversight, and ensured availability of on-call managers.

The proposed budget assumes that one dispatcher and one police officer position are unfunded, plus 0.75 of another officer position. The latter is partially funded to allow for transitional hiring to mitigate staffing shortages when vacancies are planned. Maintaining these vacancies will result in impacts to services provided by the department, including reduced response times as assigned workload will be distributed amongst less staff, reduced availability of police officer training due to patrol scheduling priority, and increased exposure to overtime to cover unplanned absences and vacations. Additionally, the Department's participation in SOLNET (County-wide narcotics enforcement) will be terminated.

Overtime Reduction

To date, a number of strategies have been utilized to reduce overtime costs, such as utilizing patrol officer relief shifts to cover openings along with utilizing dispatch trained Community Service Officers for dispatch coverage. In addition to the constant analysis of how overtime is incurred and methods to curtail its use, many of the significant cost savings have occurred due to all department employees cooperating in adjusting their schedules and working hours to eliminate overtime when other employees are on leave or training. Constant management oversight combined with employee cooperation and buy in to reducing this cost has resulted in significant savings as demonstrated in Chart 1. The achievements in reducing overtime to historical lows (in terms of both actual dollars and percentage of expenditures) take on additional significance when considered alongside the reduction in staffing.

Budget Year	Overtime Costs
FY 07-08	\$490,897
FY 08-09	\$322,213
FY 09-10	\$311,989
FY 10-11	\$267,052
FY 11-12	\$214,720

Chart 1

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Police Chief	1.00	1.00	-	-	-	-
Police Lieutenant	2.00	2.00	3.00	3.00	3.00	3.00
Police Captain	-	-	-	-	-	-
Sergeant - Administration	1.00	1.00	1.00	1.00	1.00	1.00
Sergeant - Investigations	1.00	1.00	1.00	1.00	1.00	1.00
Sergeant - Patrol	4.00	4.00	4.00	4.00	4.00	4.00
Sergeant - Traffic	1.00	1.00	-	-	-	-
Police Detective	2.00	2.00	2.00	2.00	2.00	2.00
Police Patrol Officer	18.00	18.00	16.00	16.00	17.00	17.00
Police School Resource Officer	2.00	2.00	2.00	2.00	2.00	2.00
Police Traffic Officer	1.00	1.00	2.00	2.00	2.00	2.00
Police Youth Services Officer	1.00	1.00	1.00	1.00	1.00	1.00
SOLNET Officer	1.00	1.00	1.00	1.00	-	-
SB823 Police Officer	-	-	-	-	-	-
Administrative Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00	1.00
IT Analyst	-	-	1.00	1.00	1.00	1.00
Dispatch Supervisor	1.00	1.00	1.00	-	-	-
Public Safety Dispatch Lead	-	-	-	2.00	2.00	2.00
Public Safety Dispatcher	9.00	9.00	9.00	8.00	8.00	8.00
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00
Community Service Officer	2.00	2.00	2.00	2.00	2.00	2.00
Police Records Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Volunteer Coordinator - Police Officer	-	-	-	-	-	-
Family Counselor	-	-	-	-	-	-
Sub-Total	52.00	52.00	51.00	51.00	51.00	51.00
Unfunded Positions	-	-	-	-	(2.75)	(2.75)
Total	52.00	52.00	51.00	51.00	48.25	48.25

Notes: One Public Safety Dispatcher and one Police Officer position are unfunded for FY 13-15.

One Police Officer position is being funded at 0.25 FTE in FY 13-15; this position is authorized for transitional hiring to mitigate staffing shortages when vacancies are planned.

The Deputy Police Chief position was reclassified to a Police Lieutenant position in FY 11-12.

The Dispatch Supervisor position and one Public Safety Dispatcher position were reclassified to Public Safety Dispatch Lead positions in FY 12-13.

The Sergeant - Traffic position was eliminated in FY 11-12.

The IT Analyst position was restructured to the Police Department from the IT Division in FY 11-12.

The SOLNET Officer position was eliminated in FY 13-14.

Part Time Staff (FTE equivalents)	1.50	1.50	1.00	1.00	1.00	1.00
FRC Corodinator (FTE equivalents)*	1.00	1.00	1.00	1.00	1.00	1.00

FRC (Family Resource Center) Coordinator positions are 100% grant funded.

NON-DEPARTMENTAL

NON-DEPARTMENTAL

CAPITAL OUTLAY

FY 2013-2015 Proposed Budget

SOURCES BY FUND

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
General Fund:						
Use of Resources	64,370	9,600	-	136,035	46,000	100,000
Assigned Resources	3,260	18,430	2,945	100,740	-	-
Special Revenue Funds	561,390	29,295	282,915	1,116,595	380,000	250,000
Capital Projects Funds	3,534,065	6,375,810	8,876,555	6,296,215	2,625,000	845,000
Internal Service Funds	221,690	535,395	356,315	927,165	574,475	299,200
Enterprise Funds	873,320	1,320,330	1,664,820	4,763,975	3,971,600	2,463,540
TOTAL	5,258,095	8,288,860	11,183,550	13,340,725	7,597,075	3,957,740

EXPENDITURES BY TYPE

Land and Buildings	887,205	3,529,365	398,885	1,225,190	402,000	249,540
Conservation Projects	-	1,818,305	7,468,270	3,130,335	-	-
Streets and Transportation	3,441,750	1,412,225	1,520,080	3,935,015	2,955,000	1,145,000
Vehicles and Equipment	153,125	282,990	131,495	1,015,740	752,225	244,200
Wastewater Infrastructure	178,475	724,990	33,665	1,504,830	1,053,000	1,291,000
Water Infrastructure	597,540	520,985	1,631,155	2,529,615	2,434,850	1,028,000
TOTAL	5,258,095	8,288,860	11,183,550	13,340,725	7,597,075	3,957,740

DETAIL OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
LAND AND BUILDINGS						
Cemetery Improvements	27,400	280	5,510	154,490	50,000	50,000
City Hall	-	-	22,660	81,000	50,000	-
Clocktower	-	-	3,700	-	-	-
Community Center	273,375	3,136,660	66,040	182,970	-	-
Fire Facilities	16,185	267,395	27,015	50,000	22,500	-
Gymnasium	-	-	-	30,000	-	-
Library	24,825	20,375	29,570	30,000	37,500	-
Park Improvements	173,525	24,070	132,745	90,800	25,000	55,000
Police Facilities	26,840	38,025	6,600	23,400	-	-
Senior Building	-	-	-	125,000	12,000	-
Swimming Pool	273,200	-	105,045	-	-	-
Youth Center	-	-	-	-	40,000	-
<u>Wastewater Buildings</u>						
Facility/Lift Upgrades	71,855	42,560	-	41,805	165,000	144,540
<u>Water Buildings</u>						
Facility Upgrades	-	-	-	415,725	-	-
Sub-total	887,205	3,529,365	398,885	1,225,190	402,000	249,540

CONSERVATION PROJECTS

Solar	-	1,818,305	7,468,270	3,130,335	-	-
Sub-total	-	1,818,305	7,468,270	3,130,335	-	-

NON-DEPARTMENTAL

CAPITAL OUTLAY

FY 2013-2015 Proposed Budget

DETAIL OF EXPENDITURES

	FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
<u>STREETS & TRANSPORTATION</u>						
BHS Traffic Signal	779,145	113,350	-	54,235	-	-
East 2nd Street	219,195	-	-	-	-	-
Industrial Park Bus Hub	-	-	-	-	550,000	700,000
Industrial Park Circulation	-	-	-	-	250,000	-
Industrial Way Imp	-	-	145,000	-	-	-
Park Road Sidewalk	-	-	8,265	-	-	-
Promenade Railing	-	-	-	-	-	100,000
Regional Bus Hubs	71,950	146,470	276,325	2,603,675	990,000	-
Rose Dr Traffic Calming	-	-	-	73,105	100,000	-
Rose Drive Overcrossing	1,740,055	848,700	865	-	-	-
Safe Routes to School	36,130	-	-	-	100,000	-
Street Light Retrofit	-	-	88,310	-	-	-
Street Resurfacing	595,275	303,705	1,001,315	1,204,000	965,000	345,000
Sub-total	3,441,750	1,412,225	1,520,080	3,935,015	2,955,000	1,145,000
<u>VEHICLES & EQUIPMENT</u>						
Equipment - City Attorney	-	660	1,000	-	1,000	-
Equipment - City Clerk	3,260	18,430	2,945	101,365	800	800
Equipment - City Manager	2,895	14,720	1,660	91,730	52,850	50,500
Equipment - Finance	390	-	2,220	1,770	9,000	1,300
Equipment - CD	590	-	350	-	1,600	1,600
Equipment - Public Works	-	-	350	3,805	4,975	-
Equipment - Library	815	9,135	-	5,000	-	-
Equipment - Parks	1,050	-	-	35,000	15,000	30,000
Equipment - Fire	-	-	-	50,000	-	-
Equipment - Police	54,305	32,025	-	38,700	20,000	30,000
Technology - Citywide	64,370	9,600	-	136,035	46,000	-
Vehicles - Public Works	-	-	-	180,335	77,250	-
Vehicles - Parks	-	-	-	-	75,000	-
Vehicles - Fire	-	81,000	4,200	20,000	-	-
Vehicles - Police	-	85,625	118,770	80,000	130,000	130,000
<u>Wastewater Buildings</u>						
Major Equipment/Vehicles	-	-	-	160,000	187,500	-
<u>Water Buildings</u>						
Major Equipment/Vehicles	25,450	31,795	-	112,000	131,250	-
Sub-total	153,125	282,990	131,495	1,015,740	752,225	244,200
<u>WASTEWATER INFRASTRUCTURE</u>						
Capacity Improvements	-	-	21,690	732,805	900,000	1,064,000
Line Upgrades	48,685	23,960	-	150,000	-	-
System Replacement	129,790	701,030	11,975	622,025	153,000	227,000
Sub-total	178,475	724,990	33,665	1,504,830	1,053,000	1,291,000
<u>WATER INFRASTRUCTURE</u>						
Capacity Improvements	-	-	468,485	802,040	1,562,500	654,000
Filter Replacement	-	159,645	8,750	215,140	175,000	-
Lake Herman	14,240	15,015	780	149,220	100,000	-
Line Replacement	103,630	108,725	81,340	445,190	75,000	154,000
System Replacement	479,670	237,600	1,071,800	918,025	522,350	220,000
Sub-total	597,540	520,985	1,631,155	2,529,615	2,434,850	1,028,000
TOTAL	5,258,095	8,288,860	11,183,550	13,340,725	7,597,075	3,957,740

**NON-DEPARTMENTAL
DEBT SERVICE
FY 2013-2015 Proposed Budget**

SOURCES BY FUND

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
General Fund:						
Use of Resources	650,990	650,990	650,990	628,010	650,990	650,990
Debt Service Funds	795,155	795,825	6,284,020	1,906,170	1,785,285	1,820,690
Internal Service Funds	1,350,190	1,360,010	1,433,570	1,672,170	1,484,310	1,534,310
Enterprise Funds	4,358,200	4,398,965	4,405,255	4,339,295	4,326,160	4,329,525
TOTAL	7,154,535	7,205,790	12,773,835	8,545,645	8,246,745	8,335,515

GENERAL GOVERNMENT

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET

CAPITAL LEASE OBLIGATIONS

Casa Vilarrasa Housing	114,310	114,310	114,310	114,310	114,310	114,310
Fire Engine Lease	44,395	44,395	44,395	44,395	44,395	44,395
Police Station/Storm Lease	276,680	276,680	276,680	276,680	276,680	276,680
Sub-total	435,385	435,385	435,385	435,385	435,385	435,385

CERTIFICATES OF PARTICIPATION

Energy Conservation	-	-	792,760	1,104,005	1,118,755	1,147,065
Sub-total	-	-	792,760	1,104,005	1,118,755	1,147,065

INTERFUND ADVANCES

Tax Settlement Advance	260,000	260,000	260,000	237,020	260,000	260,000
Fire Engine Advance	42,015	14,285	42,350	230,860	-	-
Sub-total	302,015	274,285	302,350	467,880	260,000	260,000

OBLIGATION BONDS

Wastewater GO	795,155	795,825	797,200	802,165	666,530	673,625
GO Refunding	-	-	4,694,060	-	-	-
Pension Obligation	1,263,780	1,301,330	1,346,825	1,396,915	1,439,915	1,489,915
Sub-total	2,058,935	2,097,155	6,838,085	2,199,080	2,106,445	2,163,540

ENTERPRISE FUND

REVENUE BONDS

Wastewater	414,765	418,845	417,320	390,005	390,160	394,740
Water	950,795	987,750	988,780	943,640	943,005	941,790
Sub-total	1,365,560	1,406,595	1,406,100	1,333,645	1,333,165	1,336,530

STATE LOANS

Marina	323,940	323,945	317,460	323,945	311,300	311,300
Wastewater Improvement	1,199,000	1,198,835	1,207,785	1,207,785	1,207,780	1,207,780
Wastewater I & I	729,305	729,195	733,515	733,525	733,520	733,520
Water Plant Improvement	740,395	740,395	740,395	740,395	740,395	740,395
Sub-total	2,992,640	2,992,370	2,999,155	3,005,650	2,992,995	2,992,995

TOTAL	7,154,535	7,205,790	12,773,835	8,545,645	8,246,745	8,335,515
--------------	------------------	------------------	-------------------	------------------	------------------	------------------

NON-DEPARTMENTAL INSURANCE

FY 2013-2015 Proposed Budget

SOURCES BY FUND	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
	ACTUAL	ACTUAL	ACTUAL			
General Fund:						
Use of Resources	653,190	680,250	755,885	831,965	750,200	777,955
Internal Service Funds	1,124,995	1,768,660	1,550,055	951,810	1,243,930	1,305,440
TOTAL	1,778,185	2,448,910	2,305,940	1,783,775	1,994,130	2,083,395

EXPENDITURES BY TYPE	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
	ACTUAL	ACTUAL	ACTUAL			
Injury and Disability	1,236,370	1,279,900	1,221,350	1,217,075	1,263,130	1,307,395
Liability	541,815	1,169,010	1,084,590	566,700	731,000	776,000
TOTAL	1,778,185	2,448,910	2,305,940	1,783,775	1,994,130	2,083,395

CHARACTER OF EXPENDITURES	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
	ACTUAL	ACTUAL	ACTUAL			
<u>SERVICES AND SUPPLIES</u>						
Liability - Administration	139,130	140,950	235,575	224,775	258,490	271,415
Liability - Premiums	447,670	508,100	468,985	522,480	533,350	560,010
Property - Premiums	67,120	65,005	70,285	74,470	93,680	98,360
Liability - Claims	547,840	530,945	419,695	365,350	342,610	342,610
Workers' - Administration	53,000	54,440	58,925	60,000	60,000	65,000
Workers' - Premiums	122,180	144,690	129,450	142,000	150,000	155,000
Workers' - Claims	359,595	956,270	884,625	350,000	510,000	545,000
Workers' - Other	7,040	13,610	11,590	14,700	11,000	11,000
Unemployment Insurance	34,610	34,900	26,810	30,000	35,000	35,000
TOTAL	1,778,185	2,448,910	2,305,940	1,783,775	1,994,130	2,083,395

**NON-DEPARTMENTAL
OTHER
FY 2013-2015 Proposed Budget**

SOURCES BY FUND	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
	ACTUAL	ACTUAL	ACTUAL			
General Fund:						
Use of Resources	2,105,900	2,117,960	2,194,000	2,545,470	2,766,105	2,478,855
Special Revenue Funds	4,700	5,865	5,250	226,240	10,000	10,000
Capital Projects Funds	-	-	-	160,000	-	-
Internal Service Funds	90,430	93,025	121,480	107,545	209,805	130,570
TOTAL	2,201,030	2,216,850	2,320,730	3,039,255	2,985,910	2,619,425

CHARACTER OF EXPENDITURES	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13 AMENDED BUDGET	FY 2013-14 PROPOSED BUDGET	FY 2014-15 PROPOSED BUDGET
	ACTUAL	ACTUAL	ACTUAL			
<u>PERSONNEL</u>						
Benefits	83,275	184,090	268,275	325,000	261,500	266,000
Sub-total	83,275	184,090	268,275	325,000	261,500	266,000
<u>SERVICES AND SUPPLIES</u>						
General	1,142,635	1,147,635	1,302,575	1,211,455	1,257,265	1,123,365
Non-Recurring	257,455	191,230	91,495	217,570	307,000	170,000
Administrative Services	90,430	93,025	121,480	107,545	209,805	130,570
Other	4,700	5,865	5,250	41,240	10,000	10,000
Sub-total	1,495,220	1,437,755	1,520,800	1,577,810	1,784,070	1,433,935
<u>CAPITAL AND OTHER</u>						
Community Programs	304,980	240,810	93,300	626,000	381,950	339,005
HHWS	-	25,875	13,200	-	5,000	5,000
Internal Service Charges	317,555	328,320	425,155	510,445	553,390	575,485
Sub-total	622,535	595,005	531,655	1,136,445	940,340	919,490
GRAND TOTAL	2,201,030	2,216,850	2,320,730	3,039,255	2,985,910	2,619,425

**NON-DEPARTMENTAL
OTHER
FY 2013-2015 Proposed Budget**

DETAIL OF COMMUNITY EXPENDITURES

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	ACTUAL	ACTUAL	AMENDED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
Crossing Guards	65,500	32,750	30,000	33,250	33,250	33,250
Senior Center Contribution	6,000	6,000	6,000	6,000	6,000	6,000
Tula Sister City	1,500	1,500	750	750	1,000	1,000
Historical Museum	50,000	50,000	50,000	50,000	50,000	50,000
Enhanced Main Street	18,470	6,375	-	-	-	-
Enhanced Tourism	95,000	94,880	-	-	-	-
Enhanced Museum	30,000	15,000	-	-	-	-
Enhanced Human Services	19,305	19,305	6,550	4,000	-	-
Enhanced Arts Grants	4,205	-	-	-	-	-
Enhanced CAC	15,000	15,000	-	-	-	-
Senior Water Discount Program	-	-	-	187,000	291,700	248,755
Residential Retrofit (Valero GNSC)	-	-	-	185,000	-	-
Urban Waterfront Renewal	-	-	-	160,000	-	-
Total Community Programs	304,980	240,810	93,300	626,000	381,950	339,005

AGENCY FUNDS

Agency Funds

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Revenues						
Affordable Housing	375	320	175	400	400	400
Drake/Gateway Infrastructure AD	79,035	78,635	78,550	78,455	1,000	800
East 2nd St. Infrastructure AD	491,490	485,345	487,040	480,950	416,185	345,405
Fleetside Infrastructure AD	438,975	436,835	444,325	434,610	160,605	0
McAllister Infrastructure AD	890,770	862,800	880,100	876,510	841,000	839,000
McAllister Assessment Dist. Const.	6,540	5,600	3,010	360	70	0
Revenue Total	\$ 1,907,185	1,869,535	1,893,200	1,871,285	1,419,260	1,185,605
Expenditures						
Affordable Housing	0	0	0	0	0	0
Drake/Gateway Infrastructure AD	76,745	72,700	72,590	73,195	72,575	75,600
East 2nd St. Infrastructure AD	480,405	476,380	576,450	477,005	429,105	433,470
Fleetside Infrastructure AD	429,565	423,590	423,620	428,750	420,250	420,250
McAllister Infrastructure AD	867,200	864,285	1,008,570	864,265	841,505	838,440
McAllister Assessment Dist. Const.	0	0	0	0	38,960	0
Expenditure Total	\$ 1,853,915	1,836,955	2,081,230	1,843,215	1,802,395	1,767,760
Combined Surplus/(Deficit)	53,270	32,580	(188,030)	28,070	(383,135)	(582,155)
Fund Balance						
Affordable Housing	19,550	19,870	20,045	20,670	20,845	21,245
Drake/Gateway Infrastructure AD	156,615	162,550	168,510	173,620	99,355	24,555
East 2nd St. Infrastructure AD	699,040	708,005	618,595	715,875	540,665	452,600
Fleetside Infrastructure AD	638,380	651,625	672,330	668,240	420,250	0
McAllister Infrastructure AD	1,772,900	1,771,415	1,642,945	1,797,540	1,528,705	1,529,265
McAllister Assessment Dist. Const.	30,280	35,880	38,890	39,250	0	0
Total Fund Balance	\$ 3,316,765	3,349,345	3,161,315	3,415,195	2,609,820	2,027,665

Affordable Housing

The fund accounts for financial resources of the Benicia Housing Authority used to assist the City of Benicia with meeting its affordable housing goals.

Acct	Fund 029 Division 4129	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Revenues							
7411	Investment Earnings	375	320	175	400	400	400
	Revenue Total	\$ 375	320	175	400	400	400
Expenditures							
9041	Loan/Advance	0	0	0	0	0	0
	Capital Outlay	\$ 0	0	0	0	0	0
	Expenditure Total	\$ 0	0	0	0	0	0
	Net Contribution / (Use)	\$ 375	320	175	400	400	400
	Fund Balance	\$ 19,550	19,870	20,045	20,670	20,845	21,245

Drake / Gateway Assessment District

This fund accounts for the revenues and debt service for the Drake/Gateway Infrastructure Improvement Bonds. The bonds will mature in September 2014.

Acct	Fund 067 Division 3167	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Revenues							
7240	Special Assessments	76,930	76,755	77,370	76,755	0	0
7411	Investment Earnings	2,105	1,880	1,180	1,700	1,000	800
	Revenue Total	\$ 79,035	78,635	78,550	78,455	1,000	800
Expenditures							
8190	Incidentals	3,355	3,400	3,465	3,475	3,500	3,500
	Services & Supplies	\$ 3,355	3,400	3,465	3,475	3,500	3,500
9000	Bond Interest	19,390	16,300	13,125	9,720	6,075	2,100
9002	Bond Principal	54,000	53,000	56,000	60,000	63,000	70,000
	Debt Service	\$ 73,390	69,300	69,125	69,720	69,075	72,100
	Expenditure Total	\$ 76,745	72,700	72,590	73,195	72,575	75,600
	Net Contribution / (Use)	\$ 2,290	5,935	5,960	5,260	(71,575)	(74,800)
	Fund Balance	\$ 156,615	162,550	168,510	173,620	99,355	24,555

East Second Street Assessment District

This fund accounts for the revenues and debt service for the East Second Street Infrastructure Improvement Bonds. The bonds will mature in September 2015.

Acct	Fund 066 Division 3166	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Revenues							
7240	Special Assessments	483,860	475,945	483,340	475,950	410,000	340,000
7241	Special Assessments Payoff	0	2,620	0	0	0	0
7411	Investment Earnings	7,630	6,780	3,700	5,000	6,185	5,405
	Revenue Total	\$ 491,490	485,345	487,040	480,950	416,185	345,405
Expenditures							
8190	Incidentals	19,555	17,960	18,955	17,495	21,500	22,000
	Services & Supplies	\$ 19,555	17,960	18,955	17,495	21,500	22,000
9000	Bond Interest	105,850	93,420	77,495	64,510	42,605	26,470
9002	Bond Principal	355,000	365,000	480,000	395,000	365,000	385,000
	Debt Service	\$ 460,850	458,420	557,495	459,510	407,605	411,470
	Expenditure Total	\$ 480,405	476,380	576,450	477,005	429,105	433,470
	Net Contribution / (Use)	\$ 11,085	8,965	(89,410)	3,945	(12,920)	(88,065)
	Fund Balance	\$ 699,040	708,005	618,595	715,875	540,665	452,600

Fleetside Assessment District

This fund accounts for the revenues and debt service for the Fleetside Industrial Park Infrastructure Improvement Bonds. The bonds will mature in September 2014.

Acct	Fund 068 Division 3168	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Revenues							
7240	Special Assessments	432,015	430,610	440,105	430,610	156,605	0
7411	Investment Earnings	6,960	6,225	4,220	4,000	4,000	0
	Revenue Total	\$ 438,975	436,835	444,325	434,610	160,605	0
Expenditures							
8190	Incidentals	4,100	4,130	6,120	4,375		
	Services & Supplies	\$ 4,100	4,130	6,120	4,375	0	0
9000	Bond Interest	100,465	84,460	67,500	49,375	30,250	10,250
9002	Bond Principal	325,000	335,000	350,000	375,000	390,000	410,000
	Debt Service	\$ 425,465	419,460	417,500	424,375	420,250	420,250
	Expenditure Total	\$ 429,565	423,590	423,620	428,750	420,250	420,250
	Net Contribution / (Use)	\$ 9,410	13,245	20,705	5,860	(259,645)	(420,250)
	Fund Balance	\$ 638,380	651,625	672,330	668,240	420,250	0

Mc Allister Assessment District

This fund accounts for the revenues and debt service for the McAllister Infrastructure Improvement Bonds. The bonds will mature in September 2030.

Acct	Fund 069 Division 3169	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Revenues							
7240	Special Assessments	872,845	859,515	871,290	859,510	836,000	835,000
7411	Investment Earnings	17,925	3,285	8,810	17,000	5,000	4,000
	Revenue Total	\$ 890,770	862,800	880,100	876,510	841,000	839,000
Expenditures							
8190	Incidentals	13,575	11,515	12,095	12,015	14,500	12,000
	Services & Supplies	\$ 13,575	11,515	12,095	12,015	14,500	12,000
9000	Bond Interest	578,625	567,770	551,475	542,250	512,005	496,440
9002	Bond Principal	275,000	285,000	445,000	310,000	315,000	330,000
	Debt Service	\$ 853,625	852,770	996,475	852,250	827,005	826,440
	Expenditure Total	\$ 867,200	864,285	1,008,570	864,265	841,505	838,440
	Net Contribution / (Use)	\$ 23,570	(1,485)	(128,470)	12,245	(505)	560
	Fund Balance	\$ 1,772,900	1,771,415	1,642,945	1,797,540	1,528,705	1,529,265

McAllister Area Capital Project

This fund was created to track the expenditures related to the financing and reimbursement of expenditures related to the McAllister Area Assessment District. A bond was issued with \$8.2 million designated for the construction of the infrastructure supporting the Centex and Shea Homes. The annual bond principal and interest payments will be levied against the property owners.

Acct	Fund 169 Division 8169	Actual 2009-10	Actual 2010-11	Actual 2011-12	Amended 2012-13	Proposed 2013-14	Proposed 2014-15
Revenues							
7411	Investment Earnings	6,540	5,600	3,010	360	70	0
	Revenue Total	\$ 6,540	5,600	3,010	360	70	0
Expenditures							
9191	Construction	0		0	0	38,960	0
	Debt Service	\$ 0	0	0	0	38,960	0
	Expenditure Total	\$ 0	0	0	0	38,960	0
	Net Contribution / (Use)	\$ 6,540	5,600	3,010	360	(38,890)	0
	Fund Balance	\$ 30,280	35,880	38,890	39,250	0	0

SUMMARY OF FULL-TIME EMPLOYEES

CITY OF BENICIA
SCHEDULE OF FULL-TIME EMPLOYEES FY 2013-15

	FTE AUTHORITY	UNFUNDED	BUDGETED FTE
CITY ATTORNEY			
ADMINISTRATION	3.50	(1.75)	1.75
	3.50	(1.75)	1.75
CITY CLERK	0.50	0.00	0.50
CITY MANAGER			
ADMINISTRATION	4.15	0.00	4.15
ECONOMIC DEVELOPMENT	2.00	0.00	2.00
HUMAN RESOURCES	2.44	(0.56)	1.88
HR-WORKERS' COMP ISF	1.10	(0.25)	0.85
HR-ADMIN SERVICES ISF	0.81	(0.19)	0.62
INFORMATION SYS - GENERAL	1.82	0.00	1.82
INFORMATION SYS - ISF	0.18	0.00	0.18
	12.50	(1.00)	11.50
FINANCE DEPARTMENT			
FINANCE ADMINISTRATION	4.25	0.00	4.25
ADMIN SERVICES ISF	3.35	0.00	3.35
TREASURY	0.40	0.00	0.40
	8.00	0.00	8.00
COMMUNITY DEVELOPMENT			
PLANNING	5.00	(1.50)	3.50
BUILDING INSPECTION	4.00	(1.50)	2.50
	9.00	(3.00)	6.00
LIBRARY			
LIBRARY	7.00	(2.00)	5.00
LIBRARY-MEASURE B	7.00	0.00	7.00
LITERACY	1.00	(1.00)	0.00
	15.00	(3.00)	12.00

CITY OF BENICIA
SCHEDULE OF FULL-TIME EMPLOYEES FY 2013-15

	FTE AUTHORITY	UNFUNDED	BUDGETED FTE
PARKS & COMMUNITY SERVICES			
ADMINISTRATION	4.00	0.00	4.00
BUILDING MAINTENANCE	9.50	(3.00)	6.50
COMMUNITY SERVICES	5.00	(1.00)	4.00
PARKS			
PARKS	7.50	0.00	7.50
COMMUNITY CENTER	1.00	(1.00)	0.00
BUSD FIELD MAINTENANCE	2.56	(1.00)	1.56
RESIDENTIAL L&L	2.41	0.00	2.41
FLEETSIDE L&L	0.76	0.00	0.76
COLUMBUS PARKWAY L&L	0.10	0.00	0.10
EAST 2ND STREET L&L	0.13	0.00	0.13
GOODYEAR ROAD L&L	0.04	0.00	0.04
	33.00	(6.00)	27.00
PUBLIC WORKS			
PUBLIC WORKS ADMINISTRATION	1.10	(0.20)	0.90
ENGINEERING	3.25	(2.25)	1.00
FLEET MAINTENANCE - ISF	3.00	(1.00)	2.00
STREETS			
STREETS MAINTENANCE	6.55	(1.00)	5.55
STREETS- GAS TAX	0.25	0.00	0.25
TRAFFIC MITIGATION	0.50	0.00	0.50
WATER			
WATER FIELD OPERATIONS	7.15	0.00	7.15
WATER TREATMENT	16.45	(0.40)	16.05
WASTEWATER			
WASTEWATER FIELD OPERATIONS	8.30	0.00	8.30
WASTEWATER TREATMENT	15.95	(0.40)	15.55
	62.50	(5.25)	57.25
POLICE			
OPERATIONS	51.00	(2.75)	48.25
	51.00	(2.75)	48.25
FIRE			
OPERATIONS	37.00	(5.00)	32.00
	37.00	(5.00)	32.00
TOTAL ALL EMPLOYEES	232.00	(27.75)	204.25

Historical Schedule of Regular Employees
By Division

DEPARTMENT	Actual 2010	Actual 2011	Adopted 2012	Adopted 2013	Proposed 2014	Proposed 2015
City Clerk	0.50	0.50	0.50	0.50	0.50	0.50
City Treasurer	0.20	0.20	0.40	0.40	0.40	0.40
City Manager	2.85	3.35	3.85	3.85	4.15	4.15
Human Resources	1.88	1.88	1.88	1.88	2.44	2.44
Economic Development	1.30	1.30	1.80	1.80	2.00	2.00
City Attorney	3.50	3.50	3.50	3.50	3.50	3.50
Finance	4.15	4.15	4.25	4.25	4.25	4.25
Information Systems	2.78	2.78	1.82	1.82	1.82	1.82
Library	6.75	6.75	6.75	6.75	7.00	7.00
Police	51.00	51.00	51.00	51.00	51.00	51.00
Fire	37.00	37.00	37.00	37.00	37.00	37.00
CD - Planning	4.00	3.34	3.48	3.48	5.00	5.00
CD - Building Inspection	3.00	3.33	3.49	3.49	4	4
PW - Administration	2.60	2.60	2.60	2.60	1.10	1.10
PW - Engineering	6.05	3.33	4.03	4.03	3.25	3.25
PW - Streets	6.80	6.80	6.80	6.80	6.55	6.55
Parks & Community Service (PCS) Administration	5.00	5.00	3.50	3.50	4.00	4.00
PCS - Building Maintenance	8.50	8.50	9.50	9.50	9.50	9.50
PCS - Community Services	5.00	5.00	5.00	5.00	5.00	5.00
PCS - Parks & Cemetery	8.50	7.50	7.50	7.50	7.50	7.50
PCS - BUSD Fields Maintenance	3.56	3.56	2.56	2.56	2.56	2.56
PCS - Benicia Community Center	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal General Fund	165.92	162.37	162.21	162.21	163.52	163.52
Frozen Positions (See City Manager Letter)	(8.00)	(11.25)	(14.25)	(14.25)	(24.51)	(24.51)
Net General Fund Regular Employees	157.92	151.12	147.96	147.96	139.01	139.01
Growth Rate %	-2.60%	-4.31%	-2.09%	0.00%	-6.05%	0.00%
PCS - Combined Landscaping & Lighting	3.44	3.44	3.44	3.44	3.44	3.44
PW - Water Operations	22.95	23.16	23.20	23.20	23.60	23.60
PW - Wastewater Operations	21.10	21.31	21.35	21.35	24.25	24.25
PW - Traffic Mitigation	1.25	0.56	0.60	0.60	0.50	0.50
Gas Tax	0.00	0.31	0.35	0.35	0.25	0.25
Transit	0.30	0.30	0.00	0.00	0.00	0.00
Police Grants	1.00	1.00	0.00	0.00	0.00	0.00
Library - Measure B	7.25	7.25	7.25	7.25	7.00	7.00
Library - Literacy	1.00	1.00	1.00	1.00	0.50	0.50
Library - ESL	0.00	0.00	0.00	0.00	0.50	0.50
BUSD Fields	0.00	0.00	0.00	0.00	0.00	0.00
Internal Service Funds	8.29	8.79	8.35	8.35	8.44	8.44
Sobtotal Other Funds	66.58	67.12	65.54	65.54	68.48	68.48
Frozen Positions (See City Manager Letter)	(1.00)	(1.75)	(1.75)	(1.75)	(3.24)	(3.24)
Net Other Funds Regular Employees	65.58	65.37	63.79	63.79	65.24	65.24
Growth Rate %	1.09%	0.81%	-2.35%	0.00%	4.49%	0.00%
All Regular Employees	223.50	216.49	211.75	211.75	204.25	204.25